



County Offices
Newland
Lincoln
LN1 1YL

1 December 2023

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 11 December 2023 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

Debbie Barnes OBE
Chief Executive

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

Councillors M Brookes (Chairman), A M Hall (Vice-Chairman), P Ashleigh-Morris, T R Ashton, K J Clarke, R A Gibson, Mrs S Rawlins, A N Stokes, E W Strenziel, Mrs C L E Vernon and R A Wright

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
MONDAY, 11 DECEMBER 2023**

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	7 - 16
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Highways Infrastructure Asset Management Policy <i>(To receive a report from Clair Dixon, Policy and Strategic Asset Manager, which enables the Committee to comment on the Highways Infrastructure Asset Management Policy prior to a decision by the Executive for Highways, Transport and IT on 13-21 December 2023)</i>	17 - 40
6	Highways Infrastructure Asset Management Plan 2023 <i>(To receive a report from Clair Dixon, Policy and Strategic Asset Manager, which enables the Committee to comment on the Highways Infrastructure Asset Management Plan prior to a decision by the Executive for Highways, Transport and IT on 13-21 December 2023)</i>	41 - 190
7	Highways Performance Report, Quarter 2 (1 July to 30 September 2023) <i>(To receive a report from Jonathan Evans, Head of Highways Client and Contractual Management Services, which sets out the performance of the highways service for Quarter 2)</i>	191 - 354
8	Highways Major Project Update Report <i>(To receive a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which outlines an update on progress of the Highways Major Project)</i>	355 - 366
9	Transport Quarter 2 Performance Report 2023/24 <i>(To receive a report from Verity Druce, Head of Transport Services, and Helen Reek, Support Services Manager, Transport Services, which provides a summary of performance for Quarter 2 in relation to passenger transport and the Council's Transport Services)</i>	367 - 374
10	Civil Parking Enforcement Annual Report 2022-2023 <i>(To receive a report from Matt Jones, Parking Services Manager, which provides an update to the annual Lincolnshire County Council Parking Report for 2022/23)</i>	375 - 396

11 Highways and Transport Scrutiny Committee Work Programme

397 - 404

(To receive a report from Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)

<u>Democratic Services Officer Contact Details</u>	
Name:	Tom Crofts
Direct Dial	01522 552334
E Mail Address	thomas.crofts@lincolnshire.gov.uk
<p>Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting</p> <ul style="list-style-type: none">• Business of the meeting• Any special arrangements <p>Contact details set out above.</p> <p>Please note: This meeting will be broadcast live on the internet and access can be sought by accessing Agenda for Highways and Transport Scrutiny Committee on Monday, 11th December, 2023, 10.00 am (moderngov.co.uk)</p> <p>All papers for council meetings are available on: https://www.lincolnshire.gov.uk/council-business/search-committee-records</p>	



**HIGHWAYS AND TRANSPORT SCRUTINY
COMMITTEE
30 OCTOBER 2023**

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors A M Hall (Vice-Chairman), T R Ashton, K J Clarke, R A Gibson, A N Stokes, E W Strengiel and Mrs C L E Vernon

Councillors: R D Butroid and P Ashleigh-Morris attended the meeting as observers

Councillors: R G Davies and C L Perraton-Williams attended the meeting remotely as observers

Officers in attendance:-

Helen Reek (Support Services Manager), Jonathan Evans (Head of Highways Client and Contractual Management Services), Richard Fenwick (Head of Highways Asset and Local Management Services), Mick Phoenix (Traffic Manager), Ashley Behan (Street Works and Permitting Manager), John Monk (Head of Highways Design), Kiara Chatziioannou (Scrutiny Officer), Sam Edwards (Head of Highways Infrastructure and Laboratory Services), Verity Druce (Head of Transport Services) and Thomas Crofts (Democratic Services Officer)

Others in attendance:-

Sean McCarthy (Head of Network Operations and Leakage, Anglian Water) and Khyati Pugh (Street Works Manager, Anglian Water)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor T Dyer.

2 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest made at this point in proceedings.

3 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 11 SEPTEMBER 2023

RESOLVED

That the minutes of the meeting held on 11 September 2023 be agreed and signed by the Chairman as a correct record.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

The Chairman reminded Members that there was a planned visit to the new Operational Control Hub in Lancaster House following the end of this meeting.

5 CROSS KEYS BRIDGE - IMPROVING RESILIENCE

Consideration was given to a report from John Monk, Head of Highways Design, regarding improving resilience at Cross Keys Bridge, which was due to be considered by the Leader of the Council between 6 and 12 December 2023. It was outlined that Cross Keys Bridge was a grade 2 listed 1897 bridge that carried the A17 across the River Nene, towards King's Lynn. Regarding the works, it was clarified that £48,000 had been committed for the replacement of the bridge's hydraulic system, but further investment was suggested for the electrification of the bridges mechanisms in order to futureproof the asset and bring down maintenance costs.

Members were invited to visit the site at a date which was to be confirmed.

The Committee commented on the detail of the report and expressed their support towards future proofing the bridge which was a key piece of infrastructure for the county.

The following points were highlighted:

- Members requested assurance that transitioning to full electric operation will indeed be more reliable and resilient, considering the potential issues with electric motors, and inquired about the presence of a manual override and fail-safe mechanisms within the current electrically operated hydraulic system. Officers explained that the transition to full electrification eliminated reliance on aging Victorian components that currently bore loads and moved within the hydraulic system, preventing incidents such as coupling breakage, which would not be an issue under the new electric system.
- Officers clarified that the electrification process will result in minimal, primarily nighttime closures on the A17, which aligned with the report's emphasis on its importance. This approach was considered less disruptive and more manageable compared to the installation of a parallel hydraulic system alongside the existing one.
- Members emphasised the importance of savings resulting from the transition to an electric motor, and officers clarified that the anticipated savings would amount to approximately £40,000 annually in maintenance costs. However, the most significant savings would be in terms of potential reputational and disruption savings. This included mitigating the substantial impacts on the agri-food sector and neighbouring areas if a major issue with the bridge under the hydraulic system were to close the A17, as well as avoiding disruptions to the port of Wisbech due to an inoperable bridge over the river Nene, which would negatively affect the economy.

RESOLVED

1. That that the Committee support the report and agree the recommendations to the Leader of the Council.
2. That comments raised by the Committee be shared with the Leader of the Council for his consideration ahead of the decision being made.
3. That a visit of Cross Keys Bridge be planned for Summer 2024 for the Committee.

6 HIGHWAY WORKS, PROFESSIONAL SERVICES AND TRAFFIC SIGNALS CONTRACT EXTENSION

Consideration was given to a report from Jonathan Evans, Head of Highways, Client, and Contract Management, regarding the Highway Works, Professional Services and Traffic Signals contract extension, which was due to be considered by the Executive on 7 November 2023. The following matters were highlighted:

- Current contracts comprised:
 - Highway Works Term Maintenance Contract – Provider: Balfour Beatty.
 - Professional Services Contract – Provider: WSP.
 - Traffic Signals Term Maintenance Contract – Provider: Colas.
- The contracts were awarded on an initial six-year term with the potential to extend for a maximum of a further six years. The extensions could be awarded individually or in blocks.
- A specific “Contract Refresh” clause was included in the contract scope at the time of tender, to enable a full review of the service and performance of the contracts. This clearly set out the process and extent of the review before any extensions could be considered.
- The process for considering extensions began in Spring 2022, with a full review of the service areas and the performance of the contracts. An action plan was created identifying tasks for all partners focussed on the key areas for improvement within each contract. At that time, it was agreed that no extensions would be offered, and a further review would be carried out in 2023 to test improvement against the action plan. Contract reviews then took place during Spring 2023 using the agreed action plans.
- It was determined that the Highways Works Term Contract was not currently viable, at a cost of 8% to 10%, which meant that the contract was loss making. Benchmarking went on to prove the unsustainability of the current contact in comparison to similar contracts elsewhere.
- The market was currently unfavourable, and it was decided that the best offer could be secured by negotiation with the current contractor.
- With the agreement of all parties, a deed of variation was created to adjust the current contract. Key aspects of the variation included targeted performance measurement s and the removal of constraints on service deliver.

- New aspects included within the deed of variation included:
 - Improved safety inspections and ad hoc inspections.
 - Derestrict barriers to small pothole fixes.
 - Recycling of road plainings.
 - A 45-hour working week delivered by Balfour Beatty.
 - Improved recording of contractor identified faults.
 - Price list adjustments.
 - Improvements to the scope of the service.

The Committee commented on the detail of the report and Members expressed their support for the report, appreciating that the significant investment was focused on performance improvement rather than cutbacks highlighting the positive anticipated impact on the region.

The following points were highlighted:

- Members raised concerns about the lack of apprenticeships for local residents and youths in high-volume contracts, suggesting that a contract of this magnitude should provide a more significant number of apprenticeship opportunities. Officers responded by acknowledging the historical challenge but noted recent improvements in apprenticeships, particularly in the Balfour Beatty contract where there were nine apprentices. They also mentioned the introduction of care leavers and the implementation of social value volunteering schemes, highlighting the positive impact these initiatives have had on the community. However, Officers acknowledged the potential for further improvement and committed to reinforcing these efforts during the next phase of the works.
- Members expressed disappointment about the need for contract penalties due to performance issues, while noting that the reason for elements of this was due to retention and recruitment of locally based staff. The importance of training and mentoring junior staff due to the challenges of recruitment and retention in the sector was emphasised. Additionally, concerns were indicated on the current contractor's difficulties in maintaining the necessary procedures and resilience and requested assurances that the authority would ensure stability in future.
- Clarity was sought around the percentage of the total contract represented by the budget pressure of £1,785,987 and how much extra it would cost when renewing the contract for another six years. Furthermore, there was a request for an explanation of how the improvements to service delivery mentioned in paragraph 3.17 would offset this budget pressure. Officers explained that the budget pressure of £1,785,987 was approximately a 3% increase in prices for the Balfour Beatty works contract. The proposal involved adjusting specific price list items to align with market rates and offsetting the price list rise with several quality improvements to maintain the economic balance of the contract. This £1,785,987 adjustment accounted for the offsets and reflected the commitment to delivering a value for money service to the residents of Lincolnshire in a sustainable way.

- Further clarity was sought regarding the potential costs associated with not renewing the traffic signals term contract and opting for a new contract, including the financial implications of both scenarios. Officers offered assurances that the procurement exercise for the traffic signals term contract was managed in-house, utilising the expertise of the LCC central procurement team and staff from the Highways department. They estimated an allocation of £20,000 to £30,000 for the process, primarily covering staffing time. They acknowledged the commercial and financial risks associated with procurement but emphasised that the recommendation was made to address concerns about resilience in the traffic signals business.

RESOLVED

1. That the Committee support the report and agree the recommendations to the Executive.
2. That comments raised by the Committee be shared with the Executive for consideration ahead of the decision being made.

7 ANGLIAN WATER PERFORMANCE - SIX-MONTH REVIEW

Consideration was given to a report from Mick Phoenix, Traffic Manager, and Ashley Behan, Street Works and Permitting Manager, which provided an update on Anglian Water's performance when undertaking work on or next to the highway. The following matters were highlighted:

- Over the past 6-month period improvements in Anglian Water's performance had been noted and welcomed.
- 56 unnecessary road closures had been prevented and there had been a 14% increase in the amount of road closures being completed within 3 days.
- There had been a 74% decrease in instances of permitted works overstay, which meant a reduction in the amount of works taking longer than had been planned.
- Anglian Water had invested £350,000 in a road closure reduction project to investigate alternatives to road closures.
- Anglian Water had invested in traffic management training for its works teams.

Representatives from Anglian Water presented their achievements to the Committee but acknowledged that further work was needed to establish more joined up systems of work. It was clarified that £750,000 had been committed to establishing a new street works system to help improve this issue.

During consultation of the report, the following comments were raised:

- It was recognised that better management of signs and cones was needed following the completion of maintenance works. Anglian Water were focused on improving this aspect of works and had received fines for noncompliance.
- The Committee felt that too many fines were still being issued in relation to non-permitted road closures. It was clarified that these closures were only actioned as out

of hours emergencies and that work was underway to improve the reporting for properly permitted closures.

- The Committee recognised the improvements made by Anglian Water and thanked the team for their efforts.
- The Committee felt that greater effort could be made to mitigate the impacts of road diversions while works were conducted. They also noted that diversions had a far greater impact in rural locations where the road network was more dispersed.

RESOLVED

1. That the report be received, and the Committee's satisfaction be recorded on the progress reported to date.
2. That comments and suggestions made in relation to the report be taken under consideration by our Anglian Water Partners, the relevant LCC Officers and the Executive Portfolio Holder.

8 POTENTIAL TOPICS FOR SCRUTINY REVIEW BY SCRUTINY PANEL A

Consideration was given to a report from Kiara Chatziioannou, Scrutiny Officer, which enabled the Committee to consider whether to make any suggestions for an in-depth scrutiny review. The following matters were highlighted:

- The criteria to be met for any topic to be put forward to Scrutiny panel A was outlined.
- Members were advised that when considering a potential topic for review, the Overview and Scrutiny Management Board would reflect on the level of priority of topics and needed to ensure that work was not being duplicated.
- Members were also advised that on this occasion a topic for consideration by Scrutiny panel A had not been proposed. This was on the basis that in 2022/23 two Scrutiny Reviews were carried out in parallel within the remit of Place which created pressures on resource allocation. Furthermore, the topic of Traffic Management Policy Review was already scheduled to be undertaken by Scrutiny Panel B, which was to be overseen by this Committee and aligned with the Place directorate's remit.

During consultation of the report, the following comments were raised:

- Work was underway in relation to Scrutiny Panel B's review of traffic management policy. Work was being pursued despite the Government's overdue white paper not being published, as its publication could not be surely relied upon.
- The scrutiny review prioritisation tool was used to quantify overlapping themes and priorities of any suggested reviews for programming.
- The matter of parking outside of schools was to factor in Scrutiny Panel B's review of traffic management policy.

RESOLVED

That the Overview and Scrutiny Management Board be advised that the Highways and Transport Scrutiny Committee does not wish to put forward any suggestions for a scrutiny review by Scrutiny Panel A, on the basis of the statement from the Executive Director, as set out in section 6 of the report.

9 TRANSPORT CONNECT LIMITED (TCL) - TECKAL COMPANY ANNUAL UPDATE

Consideration was given to a report from Verity Druce, Head of Transport Services, and Helen Reek, Support Services Manager – Transport Services, which provided an update on the Council's wholly owned company, Transport Connect Ltd (TCL). The following matters were highlighted:

- Matters concerning the company's governance, finances, performance, and business planning were outlined.
- Changes affecting TCL included:
 - There had been an increase in the frequency and number of operator meetings.
- All contracts had been reviewed by both parties to ensure the volume of activity was sustainable – this had led to a small number of SEND education travel provision contracts being terminated.
- Operator costs had risen, largely due to increased wages, in line with all transport operators.
- Responsibility for winter maintenance and laboratory vehicle maintenance had been taken on by TCL.

During consultation of the report, the following comments were raised:

- The Council's gritter vehicle maintenance requirements had been undertaken by TCL through a contractual arrangement, which offered the Council value for money.
- The gritter vehicle maintenance supplier market was currently sparse and costly.
- Currently, there were 32 contracts provided by TCL for education needs.

RESOLVED

1. That the report be received and the Committee's satisfaction be recorded on the performance reported and the TCL Business Strategy for 2023/24.
2. That our comments and suggestions made in relation to the report be taken under consideration by Officers and the Executive Portfolio Holder.

10 TRANSPORT SERVICES MANAGEMENT INFORMATION DASHBOARD

Consideration was given to a report from Verity Druce, Head of Transport Services, which provided the Committee with an update on progress with a new Management Information Dashboard for Transport Services. The following matters were highlighted:

- Work was underway to establish a management information dashboard that presented priority management information relating to educational travel. Key areas of focus over the medium to longer term were as follows:
 - Passenger numbers and trends, including projections.
 - Application numbers and trends.
 - Contract prices, volumes, trends with reasoning.
 - Expenditure forecasting more longer term.
 - Projecting future passenger trends more longer term.
 - Identifying and trending additional cost elements – e.g. passenger assistants, passengers requiring lone travel provision.
 - Identifying opportunities for efficiencies.
- The data had proved more complex to extract and present on a dashboard than anticipated. The work was being undertaken by dedicated resource in the Council's Corporate Performance Team, which had extensive experience.
- The first phase of priority data has been successfully established; however, more data cleansing and validation was needed. As such, the data presented at the meeting remained estimated.
- The next priority was to focus on data relating to costs and the processes required for forecasting expenditure.
- A new role had been recruited to in Transport Services, with a focus on systems and data, which helped the service to develop its capabilities in this area.
- All management information requirements were to be reviewed and re-prioritised.

During consultation of the report, the following comments were raised:

- There were known issues concerning school transport provision in the North Hykeham area. Work was underway to resolve these issues.
- The key priorities to be completed by the end of December 2023 were to cleanse and validate data concerning passenger numbers and to extract and present data concerning the cost of travel provision.

RESOLVED

That the report be received, and comments and suggestions made in relation to the updates be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

11 HIGHWAYS – GULLY CLEANSING, DRAINAGE REPAIR SCHEMES AND SURFACE WATER FLOODING

Consideration was given to a report from Richard Fenwick, County Highways Manager, and Shaun Butcher, County Programme Manager, regarding reactive, cyclic, and planned aspects of highways drainage maintenance including low level flooding response. The following matters were highlighted:

- The current cycle of maintenance works had cleansed 71,180 gullies.

- Recent flooding events had interrupted cyclic cleansing – with 805 assets having been affected.
- 180 jobs had been generated by the service since April 2023.
- Vehicles parked over gullies and drains had continued to obstruct works from being fully completed and work was underway to explore actions that could be taken to resolve the issue.
- A live demonstration regarding the prioritisation toolkit was to be given to the Committee if Members felt that it was of benefit.

During consultation of the report, the following comments were raised:

- The Committee supported further action taken against those responsible for vehicle that obstructed scheduled gully and drain cleansing including fixed penalty notices and towing.
- It was clarified that fixed penalty notices could be issued if the Council placed no waiting orders on the areas concerned. However, the Council was currently reliant upon the police to enforce this.
- It was recognised that some gully cleansing works were being recorded as completed despite only being partially completed. Work was underway to improve the inspection and sign off of these works with the contractor.
- The Council sometimes suggested street sweeping to district council partners and commissioned its own street sweeping if it complemented gully cleansing activity.

RESOLVED

1. That the report be received, and the Committee's satisfaction be recorded on the activity reported covering the past six-month period and of future activity discussed.
2. That comments and suggestions made in relation to the updates be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

12 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to the Committee's Work Programme, which was presented by Kiara Chatziioannou, Scrutiny Officer.

It was noted that the Stamford Transport Strategy report was to be moved from the meeting in January 2024 to the meeting in March 2024.

RESOLVED

That the work programme presented be agreed subject to the changes above.

The meeting closed at 12.15 pm

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Open Report on behalf of Andy Gutherson - Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Highways Infrastructure Asset Management Policy 2023

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a paper regarding the Highways Infrastructure Asset Management Policy 2023.

This decision is due to be considered by the Executive Councillor for Highways, Transport and IT between 13 December 2023 and 21 December 2023. The views of the Scrutiny Committee will be reported to the Executive Councillor for Highways, Transport and IT as part of his consideration of this item.

Actions Required:

That the Highways and Transport Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive Councillor for Highways, Transport and IT as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive Councillor for Highways, Transport and IT in relation to this item.

1. Background

The Executive Councillor is due to consider the Highways Infrastructure Asset Management Policy 2023 between 13 December 2023 and 21 December 2023. The full report to the Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make

any additional comments to the Executive Councillor. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor between 13 December 2023 and 21 December 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for Highways, Transport and IT on Highways Infrastructure Asset Management Policy 2023.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Clair Dixon, Policy and Strategic Asset Manager - Highways, who can be contacted on clair.dixon@lincolnshire.gov.uk.



Open Report on behalf of Andy Gutherson – Executive Director for Place

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and I.T.
Date:	13 December 2023 – 21 December 2023
Subject:	Highways Infrastructure Asset Management Policy
Decision Reference:	I029248
Key decision?	Yes

Summary:

This report sets out the proposed amendments to the Highways Infrastructure Asset Management Policy.

The report invites the Executive Councillor for Highways Transport and I.T. to approve the draft Policy.

Recommendation(s):

1. That the Executive Councillor approves the Highways Infrastructure Asset Management Policy in the form of the draft attached at Appendix A of this report.
2. That the new Highways Infrastructure Asset Management Policy is published on www.lincolnshire.gov.uk

Alternatives Considered:

Not to update the Highways Infrastructure Asset Management Policy - continuing to operate on the 2015 version would be a failure of our commitment to good practice.

Reasons for Recommendation:

Approval of the proposed update to the policy evidences our continual review and improvement of the Highways Infrastructure Asset Management Policy in the interest of the service and of achieving maximum funding through the Department for Transport (DFT) self-assessment fund.

1. Background

Lincolnshire County Council is responsible for managing 9000km of carriageway and associated assets with an estimated value of around £11 billion. This is the Council's largest asset in value terms.

Asset Management, with regards to highways can be defined as "a systematic approach to meeting the strategic need for the management and maintenance of highways infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and suitable manner".

Commitment to this approach through robust Asset Management is instrumental towards aligning ourselves to the requirements set out by Central Government and maintaining our Band 3 status. This status allows us as an Authority to receive maximum funding from the Department of Transport for Highways maintenance.

The banding level achieved by authorities is dependent on a self-assessment questionnaire and supporting evidence which is heavily focused on the implementation of an asset management approach to highways maintenance and the adoption of the national guidance produced by the HMEP (Highways Maintenance Efficiency Programme).

The Highways Infrastructure Asset Management Policy is the first level of a suite of documents that outlines the overarching principles in line with the Council's vision. The second, the Highways Infrastructure Asset Management Strategy, outlines our long-term strategies for maintaining the asset to maximum potential, through optimal lifecycle planning to achieve the principals set out in the Policy. The third, the Highways Infrastructure Asset Management Plan categorises and explains our approach to Highways Asset Management in line with best practice, as outlined by the Department for Transport.

Since approval of the current Asset Management Policy in December 2015, a number of significant changes have occurred that need to be considered:

- The revised Corporate Plan was approved by Council in 2019 and refreshed in May 2023
- A revised Code of Practice 'Well Managed Highway Infrastructure' was issued in 2018. The revised code outlines a risk-based approach for highway infrastructure maintenance.
- The Government Spending Review in 2021 provided a 3-year settlement for 2022-23, 2023-24 and 2024-25. It was a flat settlement with no uplift for future inflation which is challenging, however the Government chose to supply further one-off funding for 2023-24 in their March 2023 budget to maintain and improve local roads and may choose to do similar for 2024-25.
- Government policy has become much more focused on the carbon agenda.
- The highway service has improved engagement with communities to support the identification of local priorities.

- The highway service has continued to develop its highway systems to enable customers to self-serve and report issues on-line.

All of the above have contributed to shaping the highway service and to driving a review and update of highway asset management planning. The Highway Infrastructure Asset Management Policy outlines the links between the statutory duty to maintain the highway network and the opportunity to support the priorities of the Highways Infrastructure Asset Management Strategy which was published in November 2022.

The Highway Infrastructure Asset Management Policy aligns with the aims and objectives of the Corporate Plan by ensuring the vision for Lincolnshire is embedded in the Place Directorates delivery approach.

Implementing the Highway Infrastructure Asset Management Policy will assist with achieving the objectives detailed in the current Corporate Plan, and looks forward to contributing to delivering services within the developing framework of resetting the organisation for a better future by focusing on the following four priorities:

1. Supporting High Aspirations
2. Enable everyone to enjoy life to the full
3. Create thriving environments
4. Provide good-value council services

Highways Infrastructure Asset Management Policy 2023

Our Highways Infrastructure Asset Management Policy is a short and concise document that demonstrates the commitment to adopting the principles of highway infrastructure asset management by senior decision makers and will be visible to all staff involved in related activities.

Our Policy demonstrate to the public and all stakeholders, including senior decision makers and elected members, how it supports the authority's corporate plan and is consistent with the authority's vision, strategic objectives/plans and other relevant policies.

The updated policy demonstrates a commitment to a well-managed integrated network, efficient service delivery with a strong customer focus. A copy of the updated policy is attached as Appendix A.

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.

<p>This review of the Highways Infrastructure Asset Management Policy is considered to have no impact, as the policy is at a high level of generality and is neutral in its impact on people with a protected characteristic when compared with people who do not share that characteristic.</p>
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Joint Strategic Needs Assessment (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 and Wellbeing Strategy (JHWS) in coming to a decision.

The effect of revisions to the Highways Infrastructure Asset Management Policy on the JSNA and JHWS has been considered and deemed to have no direct impact.

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.

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the proposed changes to the Highways Infrastructure Asset Management Policy will have no direct impact.

3. Conclusion

This Asset Management Policy is part of a programme of work to ensure that the current level of funding for Highways is maintained and the network is maintained in accordance with the principles of good asset management practice.

4. Legal Comments:

The Council has the power to adopt the Policy proposed. The decision is consistent with the Policy Framework and within the remit of the Executive Councillor

5. Resource Comments:

Approval of the Highways Infrastructure Asset Management Policy has no direct resource implications, however it sets out the guiding principles adopted by the Council for its Highways Asset Management, which are implemented through the Highways Infrastructure Asset Management Strategy and Plan.

The programme of works that results from the application of the Plan is budgeted for in the Council's Capital Programme and Revenue Budget which are both reviewed annually as part of the normal budget setting process.

Works of this nature have recently experienced significant inflationary pressures which are being managed within the overall priorities of the programme and by committing additional resource from reserves and underspends as and when they become available.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 8 December 2023 and the comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

Attached as Appendix B

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Highways Infrastructure Asset Management Policy
Appendix B	Highways Infrastructure Asset Management Policy - Equality Impact Analysis

8. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Document title	Where the document can be viewed
Well Managed Highways Infrastructure a Code of Practice	http://www.ukroadsliaisongroup.org/en/codes/
Highways Infrastructure Asset Management Plan	https://www.lincolnshire.gov.uk/directory-record/61685/highways-infrastructure-asset-management-plan
Highways Infrastructure Asset Management Policy	Highways infrastructure asset management strategy – Lincolnshire County Council

This report was written by Clair Dixon, who can be contacted on clair.dixon@lincolnshire.gov.uk

Highways infrastructure asset management policy

Policy statement

Effective asset management is fundamental to:

- the delivery of our highways service
- the realisation of our long-term vision and purpose

Our asset management principles will:

- enable informed decisions to be made about investment and maintenance funding
- assist in the targeting of resources at the right time in the right place
- assist in the management of risks associated with our statutory duty to manage and maintain public infrastructure

We will ensure that the principles of highway infrastructure asset management are embedded in the delivery of our highway services when maintaining our network.

The highway service remains committed to:

- maintaining and improving the condition of all main asset groups
- being recognised as the highest-achieving highway authority in the country

We recognise the highway network's vital role in connecting people, goods and places. As the economy evolves and the usage and priorities of the highway network change, we will continue to review our asset management and maintenance strategies. This will ensure they continue supporting our local communities and [Corporate plan](#).

To support our vision and help achieve and meet the outcomes, we have developed a:

- [Highway infrastructure asset management strategy](#) and
- [Highways infrastructure asset management plan](#)

The strategy and plan will seek to:

- adhere to the relevant statutory requirements for the service
- maximise the return on our investment and take a long-term approach based upon the whole life cost of maintaining our assets
- prioritise works using data and intelligence from:
 - engineering surveys
 - inspections
 - third-party claims
 - defect reports
- ensure that a preventative maintenance approach is adopted rather than a worst-first approach
- use data and intelligence to:
 - identify areas of the network that are vulnerable to adverse weather events
 - and take mitigation steps where practicable
- working with colleagues, we will identify the pressures that new infrastructure projects and development place on our maintenance budgets
- seek to remove redundant assets from the network.

Our principles

We are committed to providing good services and working towards meeting the wider needs of our communities within Lincolnshire. We are committed to:

Creating thriving environments

Roads and transport infrastructure continue to improve with better maintenance and connectivity to meet the needs of residents and businesses.

We will advocate for investment in our transport and energy infrastructure. To improve local and regional travel and support economic growth, we will champion:

- sustainable travel
- strategic road and rail improvements

A well-managed highway network is essential to encourage inward investment. It will help provide good access to businesses and enable the efficient transport of people and goods.

Providing good-value services

We will seek further efficiencies and decreased costs whilst continuing to provide quality services focused on customer needs by:

- planning the delivery of works
- adopting a collaborative and joint working initiative

To make the best use of the funds and resources at our disposal, we will continue to:

- group projects into work streams for delivery where this will bring benefits
- develop long-term strategies for highway management.

Innovation

We strive to improve our service by continually:

- challenging established working practices
- embracing new methods, ideas and products

We will actively encourage and seek the use of future technologies to improve efficiencies and provide added value.

Our contractors will continue proactively promoting such technologies and demonstrate the efficiencies that can be made.

Promoting customer focus

Engaging with our service users to promote an understanding of the service which will help us to:

- manage our service users' expectations
- work with local communities to determine their needs

By ensuring our councillors are well informed about the service, they can act as local advocate to meet our local community needs.

Ensuring effective use of technology through our communication systems by providing service users with:

- transparent and open information
- an easy-to-access self-service platform about our services and planned works.

Ensuring the health and well-being of the workforce and the public

Implementing our [Local Transport Plan](#) will provide an integrated transport system that:

- maximises cost over time
- adds value to the community and environmental contribution
- keeps people healthy
- supports lower carbon transport choices

We will assess traffic management methods in the planning stage to minimise traffic congestion. This will ensure the appropriate approach safeguards the workforce and the public.

Consider the whole life of the asset

Whole-life cost considerations underpin our decision-making process. We consider:

- providing value for money and long-term affordability of the service that our infrastructure assets provide to our service users
- the potential impact of our works on the environment when delivering the right service to our local communities.

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	Highways Infrastructure Asset Management Policy	Person / people completing analysis	Clair Dixon
Service Area	Highways Services	Lead Officer	Clair Dixon
Who is the decision maker?	Clr Richard G Davies	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	11/12/2023	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?	Commissioned
Describe the proposed change	The changes within this review of the Highways Infrastructure Asset Management Policy outline the overarching principles in line with our Corporate Vision and the Policy aligns within our Corporate Plan and Our 2020 Highways Contract. There will be no net positive or negative impact on those with protected characteristics.		

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	No Positive Impact specific to this protected characteristic.
Disability	No Positive Impact specific to this protected characteristic
Gender reassignment	No positive impact specific to this protected characteristic.
Marriage and civil partnership	No positive impact specific to this protected characteristic.
Pregnancy and maternity	No positive impact specific to this protected characteristic.
Race	No positive impact specific to this protected characteristic.
Religion or belief	No positive impact specific to this protected characteristic.

Sex	No positive impact specific to this protected characteristic..
Sexual orientation	No positive impact specific to this protected characteristic..

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 adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Disability	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Gender reassignment	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Marriage and civil partnership	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Pregnancy and maternity	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

Race	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Religion or belief	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sex	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sexual orientation	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

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.

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 consultation or engagement activity undertaken.

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

Age	As detailed above. None identified.
Disability	As detailed above. None identified.
Gender reassignment	As detailed above. None identified.
Marriage and civil partnership	As detailed above. None identified.
Pregnancy and maternity	As detailed above. None identified.
Race	As detailed above. None identified.
Religion or belief	As detailed above. None identified.

Sex	As detailed above. None identified.
Sexual orientation	As detailed above. None identified.
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?	Continual Review of the Highways Infrastructure Asset Management Policy to ensure alignment with our Corporate Plan and Highways Service Contract

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
--	---

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Clair Dixon	Continual Monitoring and review.
Signed off by		Date	Click here to enter a date.



Open Report on behalf of Andy Gutherson - Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Highways Infrastructure Asset Management Plan 2023

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a paper regarding the Highways Infrastructure Asset Management Plan 2023.

This decision is due to be considered by the Executive Councillor for Highways, Transport and IT between 13 December 2023 and 21 December 2023. The views of the Scrutiny Committee will be reported to the Executive Councillor for Highways, Transport and IT as part of his consideration of this item.

Actions Required:

That the Highways and Transport Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive Councillor for Highways, Transport and IT as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive Councillor for Highways, Transport and IT in relation to this item.

1. Background

The Executive Councillor is due to consider the Highways Infrastructure Asset Management Plan 2023 between 13 December 2023 and 21 December 2023. The full report to the Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make

any additional comments to the Executive Councillor. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor between 13 December 2023 and 21 December 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for Highways, Transport and IT on Highways Infrastructure Asset Management Plan 2023.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Clair Dixon, Policy and Strategic Asset Manager - Highways, who can be contacted on clair.dixon@lincolnshire.gov.uk.



Open Report on behalf of Andy Gutherson – Executive Director for Place

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transportation and I.T.
Date:	13 December 2023 – 21 December 2023
Subject:	Highways Infrastructure Asset Management Plan 2023
Decision Reference:	I029249
Key decision?	Yes

Summary:

This report sets out the proposed amendments to the Highways Infrastructure Asset Management Plan for 2023.

The report invites the Executive Councillor for Highways Transport and I.T. to approve the draft plan and its appendices.

Recommendation(s):

1. That the Executive Councillor approves the Highways Infrastructure Asset Management Plan 2023 in the form of the draft attached at Appendix A of this report.
2. That the new Highways Infrastructure Asset Management Plan is published on www.lincolnshire.gov.uk

Alternatives Considered:

- | | |
|----|---|
| 1. | Not to update the Highways Infrastructure Asset Management Plan. The revision to the Highways Infrastructure Asset Management Plan and maintenance frequencies are not adopted. Lincolnshire County Council will continue with current policies. Continuing to operate on the 2022 version would be a failure of our commitment to good practice through annual review. |
|----|---|

Reasons for Recommendation:

Approval of the proposed update to the plan evidences our continual review and improvement of the Highways Infrastructure Asset Management Plan in the interest of the service and of achieving maximum funding through the Department for Transport (DFT) self-assessment fund.

1. Background

Lincolnshire County Council's Highways Infrastructure Asset Management Plan (HIAMP) sets out policies and standards around highways maintenance. It is reviewed annually to ensure that agreement is in place around the direction of the highways service.

Asset Management, with regards to highways can be defined as "a systematic approach to meeting the strategic need for the management and maintenance of highways infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and suitable manner".

Commitment to this approach through a robust Asset Management Plan is instrumental towards aligning ourselves to the requirements set out by Central Government and achieving the aim of maintaining our Band 3 status. This status allows us as an Authority to receive maximum funding from the Department of Transport for Highways maintenance.

The Highways Infrastructure Asset Management Plan is the third level of a suite of documents that categorises and explains our approach to Highways Asset Management in line with best practice, as outlined by the Department for Transport. The first is the Asset Management Policy which outlines the overarching principles in line with the Council's vision and business plan. The second, the Asset Management Strategy which outlines our long-term strategies for maintaining the asset to maximum potential, through optimal lifecycle planning to achieve the principals set out in the Policy.

The Highways Infrastructure Asset Management Plan can be defined as the document which outlines our operational approach towards achieving both sets of goals explained in the Policy and Strategy through fixed policy requirements and standards. For information, the document runs alongside the Network and Traffic Management Plan, which focuses more on network availability whilst the Asset Management Plan looks at the maintenance of the network.

"Well Managed Highway Infrastructure: A Code of Practice" was published in October 2016 to provide local authorities with guidance on how to develop a highway maintenance policy based on best practice. The document prescribes standards and suggested service levels. The Code of Practice is regularly referred to during highways claims against local authorities, who are expected to explain any deviation from the code. The HIAMP is therefore usually used as a reference point during legal claims.

"Well Managed Highway Infrastructure: A Code of Practice" is entirely risk based, moving away from a prescriptive document to a system of guidance that encourages authorities to develop their own standards and levels of service based on evidence-based risk assessment. Many of the prescribed standards which were in the previous code have now been removed entirely, empowering and encouraging highways authorities to adopt a risk-based maintenance plan. The Highways Infrastructure Asset Management Plan has traditionally highlighted any local deviations from the Code of Practice.

The Highways Infrastructure Asset Management Plan outlines the Council's approach to maintaining our highway assets through a variety of methods. The document is structured

in four key Asset Groups: Highways, Drainage, Structures and Street Lighting. Firstly, it shows our approach to the accurate recording of all our assets through our Asset Management system. Secondly the document highlights our approach to maintaining the condition of all individual assets in extensive detail. Thirdly, it demonstrates our method of inspection for all assets. Finally, the document outlines the various ways we programme our maintenance regime, from reactive to planned works and future programmes.

From a programmed maintenance perspective, asset management as outlined within this Plan entails focusing on works such as resurfacing or surface dressing schemes using a structured preventative approach, allowing for a more proactive maintenance method. These schemes are prioritised based on need, utilising data and engineering methodology to determine priority, and are collated in an annual works programme. This methodology is used for all highway assets, as evidenced within the Plan throughout.

From a reactive maintenance perspective, dealing with potholes alongside several other safety defects across Highways, Structures and Street Lighting the asset management approach endeavours to provide for a first-time fix. Our response times, as highlighted in Appendix B of the Highways Infrastructure Asset Management Plan, outlines how and when we respond to safety defects for carriageways, footways, obstructions, drainage, signs and lines and verges.

Highways Infrastructure Asset Management Plan 2023

Continued annual review is necessary for the Highways Infrastructure Asset Management Plan as it relates more closely to operation of the service and demonstrates our continued efforts to align fully with an approach of Asset Management and best practice.

This version been aligned to current operational processes.

The Highways Infrastructure Asset Management Plan 2023 does contain a number of policy and operational changes.

There are a number of alterations throughout the plan which can be found in Appendix B – Highways Infrastructure Asset Management Plan 2023 - Summary of Changes.

Information relating to the footway review can be found at Appendix C.

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.

This review of the Highways Infrastructure Asset Management Plan is considered to have no impact, as the plan is at a high level of generality and is neutral in its impact on people with a protected characteristic when compared with people who do not share that characteristic.

Joint Strategic Needs Assessment (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 and Wellbeing Strategy (JHWS) in coming to a decision.

The effect of revisions to the Highways Infrastructure Asset Management Plan on the JSNA and JHWS has been considered and deemed to have no direct impact.

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.

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the proposed changes to the Highways Infrastructure Asset Management Plan will have no direct impact.

3. Conclusion

There is very little financial impact from the changes being made. The improvement to allow a more planned approach to repairing footway defects will ultimately make the service more efficient and reduce costs. The proposal is directly in line with other Councils and so LCC will still be able to defend this approach meaning there is no increased risk of further costs. There will therefore be no negative impacts to budget as a result of these proposals.

Following Consideration of the report, the Executive Councillor is requested to consider whether to approve the changes implemented in the Highways Infrastructure Asset Management Plan 2023 attached as Appendix A with a summary of changes attached as Appendix B. The new Plan will then become operational following the decision.

4. Legal Comments:

The Council has the power to adopt the Plan proposed. The decision is consistent with the Policy Framework and within the remit of the Executive Councillor

5. Resource Comments:

The programme of works that results from the implementation of the Highways Infrastructure Asset Management Plan is budgeted for in the Council's Capital Programme and Revenue Budget which are both reviewed annually as part of the normal budget setting process.

Works of this nature have recently experienced significant inflationary pressures, which are being managed within the overall priorities of the Plan and by committing additional resource from reserves and underspends as and when they become available.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 8 December 2023 and the comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

Attached as Appendix D

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Highways Infrastructure Asset Management Plan 2023
Appendix B	Highways Infrastructure Asset Management Plan 2023 – Summary of Changes
Appendix C	Highways Infrastructure Asset Management Plan 2023 – Footway Review
Appendix D	Highways Infrastructure Asset Management Plan 2023 - Equality Impact Analysis

8. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Well Managed Highways Infrastructure a Code of Practice	http://www.ukroadsliasongroup.org/en/codes/
Highways Infrastructure Asset Management Plan 2021	https://www.lincolnshire.gov.uk/directory-record/61685/highways-infrastructure-asset-management-plan

This report was written by Clair Dixon, who can be contacted on clair.dixon@lincolnshire.gov.uk.



Highways Infrastructure Asset Management Plan

2023

Document Owner: Clair Dixon,
Policy and Strategic Asset Manager

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Registry of Amendments

Amendment Number	Date	Brief Description of Amendments made	Name and Job Title
1	October 2023	Full review and update of the 2022 HIAMP document with changes throughout to include amendments to dates, hyperlinks, policy titles and network length.	Clair Dixon, Policy and Strategic Asset Manager
2	October 2023	A new drainage volume (volume 3) has been created. Any relevant drainage information from volume 2 Highways has been removed	Clair Dixon, Policy and Strategic Asset Manager
3	October 2023	Volume 5: Street Lighting, any information that is currently contained within our Street Lighting Policy has been removed. Additional information relating to structural column testing, including the response times for replacement of columns, has been added.	Clair Dixon, Policy and Strategic Asset Manager
4	October 2023	Appendix B: Response times for footways have been amended and hierarchy 4 slabbed and modular has been separated out.	Clair Dixon, Policy and Strategic Asset Manager
5	October 2023	Appendix F: Action Plan has been updated	Clair Dixon, Policy and Strategic Asset Manager

Foreword

The Highways Infrastructure Asset Management Plan reflects the approach outlined in the [Code of Practice "Well-Managed Highway Infrastructure"](#). This Code of Practice serves as a guidance document to Local Authorities, encouraging them to implement a Risk-Based Approach within their service. This document demonstrates our continued commitment to a Risk-Based Approach, whilst taking into account the specific local factors that define our County.

We have, for some time been committed to developing a consistent, proactive approach towards our service. Therefore, we are continuing to demonstrate best practice with regards to Asset Management. Recent weather events show us that this approach is very much the right way for us to deliver our service, to make maximum use of our available resources. Our asset-led approach has already fostered results throughout the years, notably through our efforts to align ourselves with the Department for Transport's requirements through the Self-Assessment Process. These efforts enabled us at the time to become one of the first two authorities to achieve Band 3-status with the DfT, receiving maximum funding as a consequence.

National indicators through network level surveys have demonstrated an overall improvement in the condition of our classified and unclassified network by enforcing effective Asset Management. Although however critical, the carriageway network should not be the Plan's sole focus of attention. The Plan will highlight our linked approach towards all Assets that are the responsibility of our Highways Service. Therefore the Plan has been divided up into a Highways, Structures, Drainage and Street Lighting Volume. All Volumes should show our commitment towards reactive and proactive maintenance for these Assets through the use of a risk-based approach. Our new Highways 2020 Contracts have been designed to help deliver the quality of highway services which reflect an asset management approach and a focus on effective and efficient service delivery.

Lincolnshire, with its distinct rural tone surrounding developing and growing urbanised centres such as Grantham, Lincoln City, Boston, and Spalding among others, requires an efficient highway network that takes into account all factors that may be influencing its development. We as a service believe that Asset Management is the correct way to deal with the challenges ahead for our Highways Service.

Councillor Richard Davies Executive Councillor: Highways,
Transport and IT



Volume 1 - Overarching Principles

1. Introduction

1.1. Principles and Context of the Plan

1.1.1. This document replaces the Highways Infrastructure Asset Management Plan (HIAMP) October 2022 and applies to all our Highway Assets.

1.1.2. The HIAMP is produced as a single plan spanning five volumes to emphasise an integrated approach to highway network infrastructure assets. Overarching matters are dealt with in volume 1 and additional asset-specific matters are dealt with in [Volumes 2, 3, 4 and 5](#). This approach is consistent with the Highways Infrastructure Asset Management Strategy.

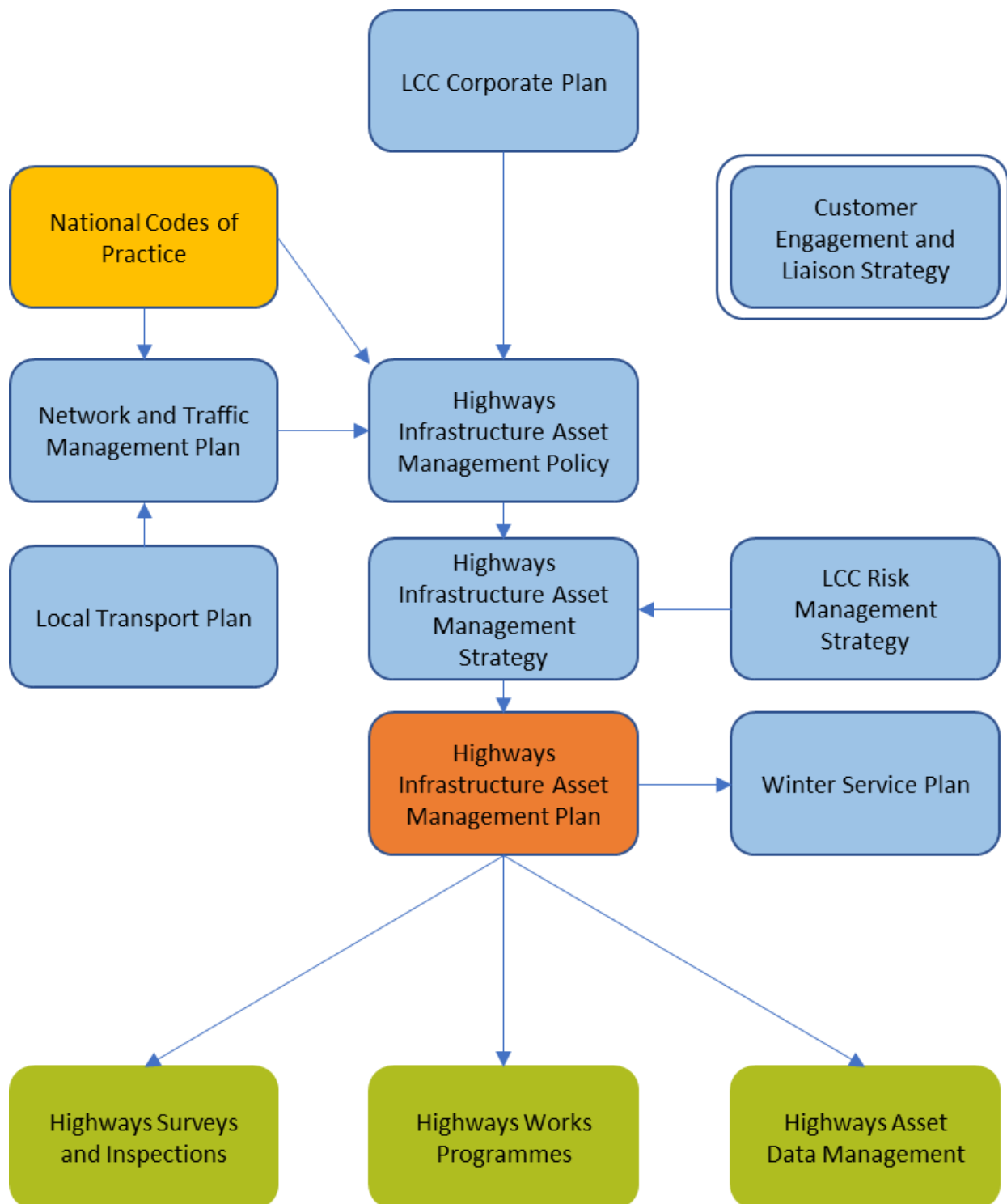
1.1.3. It is designed to align with the guidance in [Well Managed Highway Infrastructure – Code of Practice \(October 2016\)](#), whilst setting out a specific approach in line with local needs and priorities. There has been a shift from the previous guidance set out in Well Managed Highways – Code of Practice for Highway Maintenance Management (July 2005) which was prescriptive, to a risk-based approach determined by each highway authority. This plan will set out that approach considering appropriate analysis and development and is approved by our executive processes.

1.2. Status of the Plan

1.2.1. This plan is approved as an operational policy document by the Executive Councillor for Highways, Transport and I.T. The plan is subject to annual scrutiny from the elected members and will be reviewed as such on a yearly basis. The action plan highlighted in [Appendix F](#) demonstrates a continuous approach to trying to improve our service through effective asset management.

1.3. Links to Other Documents

1.3.1. The HIAMP forms part of a suite of documents which define our asset management policies. The links to other documents are set out in the diagram below:



1.4. Maintenance Practice

- 1.4.1. We undertake several maintenance activities on the highways network which will be outlined throughout the course of this document.
- 1.4.2. Maintenance types contribute in varying degrees to the core objectives of safety, customer service, serviceability and sustainability. Levels of service and delivery arrangements shall be established having regard to these objectives and be focussed on outcomes.

- 1.4.3. The main types of maintenance are as follows:

Routine – Regularly scheduled works (often cyclic). For example, lamp replacement, drainage cleansing, grass cutting and sign face cleaning

Reactive – Safety-based, responding to inspections, customer reports or emergencies.

Planned – Planned schemes to extend the life of or renew an asset.

Regulatory – Inspecting and regulating the activities of others affecting the highway.

Winter Service – Gritting and snow ploughing in adverse weather.

1.5. Scope of the Plan

- 1.5.1. The document will comprise of four Volumes with each outlining a specific asset group. The four asset groups are:

- highways
- structures
- drainage and
- street lighting

- 1.5.2. Each asset group volume will contain the following information: Legal Framework, Asset Condition, Asset Management, Asset Inspection and Asset Programming. All these core elements generate a consistent approach to best-practice asset management, and it puts into practice the demands of good life-cycle planning outlined within our [Highways Infrastructure Asset Management Strategy](#).

- 1.5.3. The HIAMP is not intended as a detailed technical reference for all aspects of highway infrastructure maintenance, or to repeat technical guidance available elsewhere. Areas referred to but not dealt with in detail include:

- highway improvement and new construction
- network management, including the traffic management duty, or equivalent such as Permitting Schemes and management of utilities, which is dealt with in our [Network and Traffic Management Plan](#)
- management and maintenance of Public Rights of Way

- highway development management, including securing funds associated with developer obligations
- town centre management, including use of public space.

2. Policy Framework

2.1. Asset Management

- 2.1.1. The [Highways Infrastructure Asset Management Guidance \(HIAMG\)](#) defines asset management as follows:

“A systematic approach to meeting the strategic need for the management and maintenance of highway infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and sustainable manner.”

- 2.1.2. The Association of Directors of Environment, Planning and Transport (ADEPT) define asset management as:

"A strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highways infrastructure to meet the needs of current and future customers."

- 2.1.3. We are committed to the development of an asset management led approach to the maintenance of highways infrastructure assets. This is highlighted by our continual Band 3 status audited by central government through the incentivised fund created in December 2014. One element of this funding regime rewards authorities who can demonstrate that they have adopted an asset management-based approach to the management of their infrastructure assets.

- 2.1.4. Our [Highways Infrastructure Asset Management Policy](#) and [Highways Infrastructure Asset Management Strategy](#) set out the high-level principles of the management of the highway assets.

- 2.1.5. Asset management supports making the case for funding, for better communication with stakeholders, and facilitates a greater understanding of the contribution highway infrastructure assets make to economic growth and social well-being of local communities, in line with the requirements set out by the [Lincolnshire Joint Strategic Needs Assessment](#) and the [Joint Health and Wellbeing Strategy](#).

- 2.1.6. Authorities have certain legal obligations with which they need to comply, and which may be the subject of claims for loss or personal injury or of legal action by those seeking to establish non-compliance by authorities. It is recognised that in such cases, [Well Managed Highway Infrastructure – Code of Practice \(October 2016\)](#), may be regarded as a relevant consideration. Where, in the light of local circumstances, we have elected to adopt

policies or approaches different from those suggested by the Code, they are identified, together with the reasoning for such differences, within this Plan.

- 2.1.7. We have developed a [Highways Infrastructure Asset Management Policy](#) document, outlining our approach towards effective asset management in line with the member-approved commissioning strategies developed by us as a whole.
- 2.1.8. We have further developed a [Highways Infrastructure Asset Management Strategy](#), outlining our approach towards formalising strategies for investment in key highway asset groups through life-cycle planning, defining affordable service standards, improving how the highway assets are managed and subsequently enabling more effective and efficient highways services to be delivered.

2.2. Stakeholders and Communication

- 2.2.1. Stakeholder expectations and effective customer communication are highly important to us, and we have a [Community Engagement Policy](#) and a [Community Strategy](#) in place. This has driven the Customer Engagement and Liaison Strategy for Highways, written in line with service delivery and our asset management led approach, putting the customer at the heart of our service. Considerations for this strategy and the communication of highways asset management have been developed to and in excess of recommendations within [UKRLG Highway Infrastructure Asset Management Guidance Document, Part A](#).
- 2.2.2. Arrangements have been established to facilitate the involvement of all authority elected members, employees, contractors and agents in building commitment and pride in the highway maintenance service and maximising individual contributions to the process of continuous improvement. These arrangements are not set out in detail within this plan but are covered in our [Highways Infrastructure Asset Management Strategy](#).

2.3. Other Authorities

- 2.3.1. Consultation with other local, combined and strategic adjoining highway authorities has taken place to discuss the changes proposed within the Code of Practice. A consistency in service, despite the various approaches towards implementing the Code of Practice, has been ensured by communicating with all adjacent authorities.
- 2.3.2. Responsibility for assets on our boundaries, for example, river bridges, has been agreed with adjoining authorities. We have outlined all our boundaries with adjacent local authorities and included them within our Asset Management System.
- 2.3.3. We have entered into agreements with adjacent authorities for certain aspects of service to be carried out by one council on behalf of the other. Specific shared gritting route responsibilities can be found in the [Winter Service Plan](#).

3. Legal Framework

3.1. General and Specific Requirements

- 3.1.1. All duties, powers and legislation, both general and specifically related to assets. For example, highways, structures and street lighting are dealt with in [Appendix E](#) of this plan.
- 3.1.2. Much of highway infrastructure maintenance activity is based upon statutory powers and duties contained in legislation and interpretations of these powers and duties provided by the court.
- 3.1.3. All those involved in highway maintenance with us should have an appropriate understanding of their duties and powers, their implications, and the procedures used to manage and mitigate risk.
- 3.1.4. Specific legislation mentioned is generally that for England.

4. Strategy and Hierarchy

4.1. Highways Infrastructure Asset Management Strategy

- 4.1.1. Our [Highways Infrastructure Asset Management Strategy](#) has been developed in line with the [UKRLG Highway Infrastructure Asset Management Guidance \(HIAMG\) Part B](#).
- 4.1.2. Our Highways Infrastructure Asset Management Strategy sets out how the [Highways Infrastructure Asset Management Policy](#) is to be achieved, how long term objectives for managing the highway are to be met and how the strategy is to be implemented, including setting targets and measuring performance. It sets clear direction, provides links with other relevant documents, such as corporate plans, and sets out the benefits of investing in the highway infrastructure.
- 4.1.3. The development of a HIAMP shows that we are delivering value when maintaining highways as well as addressing wider objectives of corporate strategy and transport policy.
- 4.1.4. The HIAMP will be a key component of the Highways Infrastructure Asset Management Strategy and will include such items as:
 - a set of objectives and policies linked to business objectives through network safety, customer service, network serviceability and network sustainability
 - an asset or inventory register
 - managing risk of failure or loss of use
 - development of co-ordinated forward programme for highway maintenance, operation and improvement
 - measurements of performance and continuous improvement

- 4.1.5. We adhere to the HMEP (Highways Maintenance Efficiency Programme) sector-led transformation programme. It is designed to maximise returns from highways investment and help to improve efficiency and effectiveness of the local highways sector which it is aimed at.
- 4.1.6. HMEP has developed a series of products to inform highways authorities of examples of best practice and recommendations which should lead to an improved highway maintenance service and better value for money for taxpayers.
- 4.1.7. We have adopted, where affordable, recommendations which add value to current practices.
- 4.1.8. The [HMEP Pothole Guidance](#) and [HMEP Asset Management Guidance](#) products both recommend that authorities should employ an asset management approach. The principle "prevention is better than cure" in determining the balance between structural, preventative and reactive maintenance activities has been embraced by us. This philosophy should improve the resilience of the highway network and reduce the occurrence of potholes in the future, informing the risk-based approach to response times in a move to "first-time fixes" to highway defects.

4.2. Functional Hierarchy

- 4.2.1. A network hierarchy based on asset function is the foundation of a risk-based maintenance strategy. It is crucial in establishing levels of service and to the statutory network management role for developing co-ordination.
- 4.2.2. The hierarchy structure adopted reflects the whole highway network and the needs, priorities and actual use of each infrastructure asset. The carriageway hierarchy, for example, is determined partly by traffic volume, but also influenced by factors such as pedestrian or cyclist usage amongst other factors. Collectively, these issues may be referred to as the 'functionality' of the section of highway in question.
- 4.2.3. The hierarchies outlined are maintenance hierarchies. They will be utilised to determine inspection frequency and reactive maintenance response times first and foremost. The maintenance hierarchies will also be used to increase efficiency within the use of our scheme selection toolkit.
- 4.2.4. Lincolnshire is a large and sparsely populated county with a greater than average length of road per head of population. The length of the road network is 9,255 km of carriageway. The network also comprises 4,410 km of footway and cycleway. Clearly it is not practicable to develop and maintain the whole of the road network to the same standards.
- 4.2.5. Therefore, we have designated a hierarchy of road types with each highway link being allocated to one of these types. The types reflect the roles of different carriageways, and footways/cycleways based upon these principles.

- 4.2.6. Hierarchies are dynamic and will be regularly reviewed to reflect changes in network characteristics and functionality so that maintenance strategy reflects the current situation, rather than the use expected when the hierarchy was originally defined.
- 4.2.7. Where major maintenance, construction or other development signalling a change over the long term involves significant traffic diversion, or when congestion in one part of the network results in traffic shift to another part of the network, these changes shall be reflected in the hierarchy and subsequently in the maintenance and network management regimes.

4.3. Carriageway Hierarchy

- 4.3.1. Carriageway hierarchy will not necessarily be determined by the road classification, but by functionality and scale of use. Hierarchy MRN, 1 and 2 roads comprise the county’s strategic road network. Table 1 sets out our local maintenance hierarchies.

Table 1

Our Local Standard	National Standard
<p>Major Road Network</p> <p>Local highways authority selected A roads that have a strategic importance which links areas across the UK. These routes encounter constant high levels of traffic and should be easily accessible and identifiable. Further consideration to be made is the traffic generated by seaside tourism during the vacation months, which creates the need for robust routes to seaside attractions. They will be the primary component of our resilient network and subsequently our precautionary salting network.</p> <p>Major Road Network in Lincolnshire to include:</p> <ul style="list-style-type: none"> • A15 (M180 to Sleaford) • A16 • A17 • A52 (Boston – Skegness) • A57 (Dunham bridge from A1 – Lincoln) • A46 (Lincoln Saxilby Road Roundabout to Nettleham Road roundabout) • A151 • A158 	<p>Category 2 - Strategic Route</p> <p>Trunk and some principal “A” roads between primary destinations.</p> <p>Routes for fast-moving long-distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40 mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.</p>

Our Local Standard	National Standard
<p>Hierarchy 1</p> <p>Major long distance, inter-urban routes, which either:</p> <ul style="list-style-type: none"> • provide a network of routes for traffic passing through the county, • link major urban areas (over 8000 population) to major urban areas outside the county <p>Particularly for long distance through industrial and commercial traffic.</p>	<p>Strategic Route</p> <p>Trunk and some principal “A” roads between primary destinations.</p> <p>Routes for fast-moving long-distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40 mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.</p>
<p>Hierarchy 2</p> <p>The remaining inter-urban routes of more than local importance by virtue of their role in handling substantial flows of long-distance traffic between:</p> <ul style="list-style-type: none"> • adjacent towns within the county. • Lincolnshire towns near the county boundary and nearby centres of populations in adjacent counties. 	<p>Main Distributor</p> <p>Major urban and inter-primary links. Short to medium distance traffic.</p> <p>Routes between strategic routes and linking urban centres to the strategic network with limited frontage access. In urban areas speed limits are usually 40mph or less, parking is restricted at peak times and there are positive measures for pedestrian safety.</p>
<p>Hierarchy 3</p> <p>Local roads which provide a good quality connection between the main settlements (population of 500 plus) to the MRN, H1 and H2 roads, including rural bus routes and links to major HGV generators.</p>	<p>Secondary Distributor</p> <p>B and C class roads and some unclassified urban routes carrying bus, HGV and local traffic with frontage access and frequent junctions.</p> <p>In rural areas these roads link the larger villages and HGV generators to the strategic and main distributor network. In built areas these roads have 30 mph speed limits and very high levels of pedestrian activity with some crossing facilities including zebra crossings. On-street parking is generally unrestricted except for safety reasons.</p>
<p>Hierarchy 4</p> <p>Classified roads, which link the smaller villages and settlements to the MRN, H1, H2 or H3 roads.</p>	<p>Link Roads</p> <p>Roads linking between the main and secondary distributor network with frontage access and frequent junctions.</p>

Our Local Standard	National Standard
	<p>In rural areas these roads link the smaller villages to the distributor roads. They are of varying width and not always capable of carrying two-way traffic. In urban areas they are residential or industrial inter-connecting roads with 30 mph speed limits random pedestrian movements and uncontrolled parking.</p>
<p>Hierarchy 5</p> <p>Unclassified roads, which link the smaller villages and settlements to the MRN, H1, H2 or H3 roads.</p>	<p>Link Roads</p> <p>Roads linking between the main and secondary distributor network with frontage access and frequent junctions.</p> <p>In rural areas these roads link the smaller villages to the distributor roads. They are of varying width and not always capable of carrying two-way traffic. In urban areas they are residential or industrial inter-connecting roads with 30 mph speed limits random pedestrian movements and uncontrolled parking.</p>
<p>Hierarchy 6</p> <p>Urban and rural roads whose main purpose is to provide access to residential properties or provide access to agricultural land.</p>	<p>Local Access Road</p> <p>Roads serving limited numbers of properties carrying only access traffic.</p> <p>In rural areas these roads serve small settlements and provide access to individual properties and land. They are often only single lane width and unsuitable for HGVs. In urban areas they are often residential loop roads or cul-de-sacs.</p>
<p>Hierarchy 7</p> <p>Minor metalled rural and small roads which include carriageways overgrown by vegetation. They serve a very limited number of properties or provide access to agricultural land. They include gated roads and restricted access roads.</p>	<p>Minor Roads</p> <p>Little used roads serving very limited numbers of properties.</p> <p>They are locally defined.</p>
<p>Hierarchy 8</p> <p>The remaining unclassified roads, which although we are liable for in terms of maintenance are un-metalled.</p>	<p>Minor Roads</p> <p>Little used roads serving very limited numbers of properties.</p> <p>They are locally defined.</p>

4.3.2. Assignment of a carriageway to a particular hierarchy takes the following issues into consideration:

- character and volume of traffic
- current usage and effect of proposed development works
- routes to important local facilities and to the strategic network (for more information, please refer to the [Winter Service Plan](#))
- designation as a traffic sensitive route
- accident and other risk assessment
- potential for use as a diversion route
- special characteristic of certain assets. For example, historic structures
- access to schools, hospitals and medical centres
- vulnerable users or people with special needs, elderly people’s homes etc
- ceremonial routes and special events

4.4. Footway and Cycleway Hierarchy

4.4.1. Footway hierarchy is determined by functionality and scale of use. Table 2 sets out our local hierarchies.

Table 2

Our Local Standard	National Standard
<p>Hierarchy 1</p> <p>Footways in the main shopping street of the urban areas of towns</p> <p>Pedestrianised shopping streets in the urban areas of towns listed in the structure plan.</p> <p>Note: Hierarchy 1 status will not be extended beyond the main shopping street area merely because there are other shops or a proliferation of public buildings etc. outside the main shopping centre.</p>	<p>Primary Walking Routes</p> <p>Busy urban shopping and business areas and main pedestrian routes.</p>
<p>Hierarchy 2</p> <p>Footways along main pedestrian routes just outside the main shopping area but within the central areas of towns listed in the structure plan.</p> <p>Local shopping streets in settlements not listed in the structure plan where there is a linear shopping development to 10 retail units or more within a 100m length.</p>	<p>Secondary Walking Routes</p> <p>Medium usage routes through local areas feeding into primary routes, local shopping centres etc.</p>

Our Local Standard	National Standard
Footways remote from the carriageway linking main shopping streets (hierarchy 1) to other areas, for example, pedestrian access to car park etc.	
Hierarchy 3 Linking local access footways through urban areas and busy rural footways.	Link Footways Linking local access footways through urban areas and busy rural footways.
Hierarchy 4 Footways associated with low usage, for example estate roads to the main routes, cul-de-sacs, adjacent to local access roads and rural footways between villages.	Local Access Footways Footways associated with low usage, short estate roads to the main routes and cul-de-sacs.

4.4.2. Assignment of a footway to a hierarchy takes the following issues into consideration:

- pedestrian volume
- designation as a traffic sensitive pedestrian route
- current usage and proposed usage
- contribution to the quality of public space and streetscene
- age and distribution of the population, proximity of schools or other establishments attracting higher than normal numbers of pedestrians
- accident and other risk assessment
- character and traffic use of adjoining carriageway

4.4.3. Some Public Rights of Way (PROW) may be metalled and within or on the fringe of urban areas. To recognise users' requirements for consistency, these are considered for maintenance consistent with a similar footway and be incorporated in the footway hierarchy, irrespective of their designation.

4.4.4. Cycleways will be maintained and inspected on the same level as the linking footway hierarchy or the adjacent carriageway hierarchy. The highest hierarchy will always be chosen, as part of the risk-based approach.

4.4.5. The limited amount of cycleway asset not linked with a footway asset, or an adjacent carriageway asset will be categorised based on use within the asset management database and maintained and/or inspected accordingly.

4.5. Lifecycle Planning

4.5.1. The objectives of lifecycle planning are stated by the UK Roads Leadership Group in the [Highway Infrastructure Asset Management Guidance](#) as:

- identify long term investment for highway infrastructure assets and develop an appropriate maintenance strategy
- support decision making, the case for investing in maintenance activities and demonstrate the impact of different funding scenarios
- predict future performance of highway infrastructure assets for different levels of investment and different maintenance strategies

4.5.2. Lifecycle planning has been undertaken as part of the development of the [Highways Infrastructure Asset Management Strategy](#) and provides an outline of the long term plans and funding requirements for the key asset groups (carriageways, footways, structures, street lighting, signals and drainage) to maintain the required levels of service at the lowest whole life cost.

4.5.3. We have undertaken considerable investment in systems and surveys to collect and manage inventory and condition information on the carriageway and this data is utilised to:

- assess the long-term funding requirements for the maintenance of the network
- assess priorities for required maintenance
- develop the programme of maintenance schemes
- design detailed treatments for the H1 and H2 network

4.5.4. We have reviewed and evaluated various options to assist with lifecycle planning. Following detailed evaluation of options, we decided to build upon our existing systems and processes for deterioration and budget modelling which are also utilised for scheme identification, evaluation and prioritisation.

4.5.5. Building on past experience of in-house deterioration modelling and following the principles of the HMEP Toolkit and other lifecycle planning options, current and historic SCANNER and CVI condition data was used to develop local deterioration curves for all carriageway classes. For more information, please go to [Volume 2, Section 6](#) or the [Highways Infrastructure Asset Management Strategy. Appendix C](#) of this Plan further highlights the factors that are considered for future maintenance, in line with the Code of Practice.

4.6. Road/Rail Incursion

4.6.1. We shall work with relevant organisations to identify road/rail interfaces where a risk of incursion of road and pedestrian traffic onto a railway is present.

4.6.2. We shall ensure that appropriate warning signs on the approaches to road/rail interfaces are placed and maintained such that they are clearly visible to highway users.

5. Asset Management Database

5.1. Management Systems, Recording and Monitoring of Information

- 5.1.1. All records and information that we maintain will be accurately and effectively managed.
- 5.1.2. Various Highways Guidance Documents (HGD's), detail the internal procedures that will be adhered to ensure the effective management of records relevant to highway maintenance.
- 5.1.3. The QMS (Quality Management System) has been implemented for the effective management of documents and records, which structures areas to complement the layout of our highways organisational structure and contains links to other areas, HGDs and Health and Safety Codes of Practice.
- 5.1.4. We have a legal duty to maintain an up-to-date asset register. This records service requests, complaints, reports or information from users and other third parties. These may require immediate action, special inspection, or influence future inspection or monitoring arrangements. The nature of response, including where no response is required, is recorded. All inspections record as a matter of course: time and the name of the person conducting the inspection.
- 5.1.5. The inspection, assessment and recording regime is reviewed at intervals to consider:
- changes in network characteristics and use
 - completeness and effectiveness of data collected
 - effectiveness of data analysis
 - the need for changes to the inspection regime derived from risk assessment
- 5.1.6. The frequency of reviews should regard the extent and nature of changing circumstances. Other factors which will influence the frequency of review include the following:
- ensuring compliance with legal obligations
 - measuring network serviceability and condition performance
 - seeking continuous improvement
 - monitoring service delivery arrangements
- 5.1.7. Managing the safety and wide range of other risks associated with the delivery of highway infrastructure maintenance requires effective and co-ordinated information systems. The Confirm system includes all user contact information, records of inspection and condition and records of all maintenance activity.

- 5.1.8. The efficiency, accuracy and quality of information and records is crucial to the effective management of the service.
- 5.1.9. For the purposes of robust asset management, we use the Confirm asset management system as a detailed highway asset register and database to establish a cost effective and adequate maintenance regime. The system is also used to record inventories of asset types for which we have responsibility.
- 5.1.10. As the Confirm system holds sensitive and personally identifiable information, a security minded approach, appropriate to the level of risk, has been adopted in relation to the capture, creation, processing, storage, distribution and use of relevant data and information in accordance with the Data Protection Act. This approach is covered by our [Information Assurance Policy](#).
- 5.1.11. All information obtained from inspections and surveys, together with the nature of response, including nil returns, shall be recorded consistently to facilitate analysis. Such analysis enables the data from inspections and surveys to be reviewed independently, but also in conjunction with other information to enable a holistic view to be taken of likely future maintenance need, asset condition and trends related to network characteristics and use.

5.2. Network Inventory

- 5.2.1. The majority of our highways network assets are recorded in detail in Confirm. Asset locations can be viewed using the embedded mapping, Confirm Connect also publishes out for viewing in other systems such as Location Centre and QGIS Geographical Information System (GIS). Tree information is stored in TreeWise and more detailed asset information for Traffic Signals is contained in IMTRAC.
- 5.2.2. Definitive maps and statements for Public Rights of Way (PROW) are kept, forming the legal record of the position and status of PROW.

5.3. Information Management

- 5.3.1. We have recently developed a Data Management Strategy, which outlines our approach towards security, reviews and additional information management which keeps our records of assets up-to-date and secure.
- 5.3.2. Records of construction and maintenance treatments are kept informing lifecycle plans. Information on mobile electronic devices used by highways officers in the field is used to support their decision making and reporting of asset condition and defects in real time.
- 5.3.3. We adhere in principle to a series of relevant Standards set out by the British Standards Institution **BS 1192:2007, PAS 1192-2:2013, PAS 1192-3:2014, BS 1192-4:2014, PAS 1192-5:2015** and **BS 8536-1:2015**.

- 5.3.4. As part of our Digital Transformation Strategy, Technical Services Partnership (TSP) as part of our wider highways service, have chosen to embark on a strategy of Better Information Management (BIM) which includes working towards an ISO 19650 compliant approach to information management. This includes the processes, procedures and support in change that this requires.
- 5.3.5. ISO 19650 standards replace all previous information management standards such as PAS 1192. Widely known as BIM or Building/Better Information Management adhering and complying with this suite of documentation allows for a more organised structure within the production of our data which will not only benefit the design and construction of our roads, highways and assets but also, and more importantly benefit the operation, maintenance and legacy of our asset data for the generations to come.
- 5.3.6. A key component of this is the provision of a Common Data Environment (CDE) for project and portfolio delivery. This includes the implementation of ProjectWise, a bespoke construction focused piece of software which helps facilitate compliance and includes managed workflows and an asset information lead solution.
- 5.3.7. A cloud based CDE also gives us the ability to handle the large datasets we see becoming more common in the delivery of our portfolio of work. This includes but is not limited to documents and video records such as Vaisala. Also, construction drawing and 3D models created by our teams utilising design tools such as Bentley OpenRoads.
- 5.3.8. Whilst this strategy starts within TSP the intention is to roll out this strategy to all aspect of data management within our highways service which could have a wider reach. For example, the benefits of one of our partners providing information in an agreed format will allow the transfer of data and its utilisation to provide benefits to all those connected with the asset data.

6. Risk-Based Approach

6.1. Principles and Considerations

- 6.1.1. Management of highway infrastructure maintenance, including setting policy, strategy and levels of service, establishment of inspection and condition assessment regimes, determining priorities and programmes, procuring the service and the management of all associated data and information shall be undertaken against a clear understanding and assessment of the risks and consequences involved.
- 6.1.2. The principle of this plan is that we have generated a risk-based approach in accordance with local needs (including safety), priorities and affordability. This is consistent with ISO 55000, which states that “asset management translates the organisation’s objectives into asset-related decisions, plans and activities, using a risk-based approach.”

6.1.3. We have adopted a risk-based approach and a risk management regime for all aspects of highway maintenance policy. This includes investment, setting levels of service, operations, including safety and service and condition inspections, and determining repair priorities and replacement programmes. This approach is undertaken against a clear and comprehensive understanding and assessment of the likelihood of asset failure and the consequences involved.

6.1.4. When determining the balance between structural, preventative and reactive maintenance, the principle that “prevention is better than cure” has been adopted.

6.2. Developing the Risk-Based Approach

6.2.1. Eight elements are considered key when developing a robust risk-based approach. These are evidenced below:

Elements	Our Evidence
Alignment with our corporate objectives, legislative requirements, and corporate approach to risk	We continue to adhere to our legal requirements outlined within the various acts shown within Appendix E of this plan, whilst aligning our risk-based approach with our corporate Risk Management Strategy .
An understanding of risk in a highways service	We have taken the necessary steps to fluidly integrate risk-elements within the key facets of the highways service in terms of defect response, a risk-based inspection regime for all assets and our lifecycle planning based on prioritisation through data-analysis.
An understanding of the potential risks and their likely significance	The Asset Management Strategy, through the lifecycle planning process, demonstrates a clear understanding of the needs of our assets. Continual data-gathering, risk-based inspections and analysis provides us with an understanding of the risks for each asset, allowing our highways service to make informed decisions.
An understanding of the various assets comprising the highway network	We maintain and update an inventory category through our asset management database system which highlights the function, criticality, sensitivity, characteristics and use of the assets for which we are responsible.
The establishment of hierarchies and levels of service with appropriate funding	Hierarchies have been established and are outlined in Section 4 of this Volume .

Elements	Our Evidence
The establishment and subsequent implementation of agreed levels of service	The levels of service are outlined in our Highways Infrastructure Asset Management Policy . Its subsequent measures, funding regimes and lifecycle planning are outlined in the Highways Infrastructure Asset Management Strategy . Finally, the operational elements carrying out the levels of service and measures are explained within this HIAMP.
Competencies	Those involved in managing, developing and implementing the risk-based approach must meet our satisfaction and competence as the highway authority. Clear guidance and training are provided to employees including establishment of the risk-based approach itself and practical implementation. Training recognises the possibility of legal challenge to decisions. The Engineering Council, as the UK regulatory body for the engineering profession, sets and maintains standards of professional competence and ethics that govern the award and retention of the titles Chartered Engineers (CEng), Incorporated Engineers (IEng) and Engineering Technicians (EngTech).
Regular evidence-based reviews.	We constantly review our data, systems, policies, hierarchies and inspection frequencies to strive towards further efficiencies through the implementation of the risk-based approach. This approach ranges from large-scale data reviews to individual hierarchy changes which will need to be evidenced and logged within our asset database.

6.3. Inspections and Surveys

- 6.3.1. Establishment of an effective regime of inspection, survey and recording is the most crucial component of highway infrastructure maintenance. The characteristics of this regime, including types and frequency of inspection, items to be recorded and nature of response have been defined following an assessment of the relative risks associated with potential circumstances of location, agreed level of service and condition. These are set in the context of the [Highways Infrastructure Asset Management Strategy](#).
- 6.3.2. The inspection, survey and recording regime provides the basic information for addressing the core objectives of highway maintenance, namely:
- network safety
 - network serviceability
 - network sustainability

- 6.3.3. It can provide the basic condition data for the development of maintenance programmes.
- 6.3.4. Every volume within this plan will outline its inspection regime for those particular assets, with all various categories of inspection discussed and a risk-based approach to these inspections outlined. We undertake safety inspections for our various asset groups using a risk-based approach wherever reasonably practicable.

6.4. Defect Reporting and Repair

- 6.4.1. All defects observed during safety inspections that provide a risk as defined throughout this document to users are recorded and the level of response determined on the basis of risk assessment. The degree of deficiency in highway elements is crucial in determining the nature and speed of response.
- 6.4.2. Defects which are considered to require urgent attention shall be made safe in accordance with the maximum response times as set out in detail in [Appendix B](#) of this plan.
- 6.4.3. Defects that do not represent an immediate or imminent hazard or risk of short-term structural deterioration may have future safety implications, although of far less significance than those which are considered to require urgent attention. They are more likely to have serviceability or sustainability implications. If repairs are to be undertaken, these are likely to be within a planned programme of works with their priority determined by risk assessment. Access requirements, other works on the network, traffic levels, and the desirability of minimising traffic management, shall also be considered as part of the response.
- 6.4.4. We have changed our approach to the reactive service by empowering the contractor to carry out self-identification and defect repair for faults that are at intervention level in accordance with [Appendix B](#). The change in approach has been introduced so that defects that have formed between safety inspection and repair will be rectified at the same time as the initial fault. Taking this approach ensures that we have introduced an additional level of defect identification and rectification.
- potholes and surface defects
 - road markings
 - signs
 - street furniture

6.5. Reporting by the Public

- 6.5.1. Feedback from members of the public is an increasing source of data on the condition of all aspects of the highway network, with the use of smartphones and other personal mobile technology providing details such as location, time and imagery.

- 6.5.2. This data is integrated with the prioritisation calculations we undertake for the carriageway and footway forward programmes, alongside dedicated inspection and survey data as outlined in this document.
- 6.5.3. We now capture this information through; Fix My Street, our website, our Customer Service Centre (CSC) and general enquiry forms. These perceived faults on the network from the public are automatically logged within the Confirm Asset Management System, where they will be investigated by a designated highways officer or out of hours duty officer.
- 6.5.4. Members of the public can also report other highway issues, such as highway enforcement including obstruction in the highway through the CSC.

7. Financial Management, Priorities and Programming

7.1. Financing of Highway Maintenance

- 7.1.1. Financial constraints, lifecycle planning, making the case for investment and investment strategy are all dealt with in the [Highways Infrastructure Asset Management Strategy](#).

7.2. Priorities and Programming

- 7.2.1. Our highway network will be viewed as a whole when developing priorities, rather than as a series of asset groups such as carriageways, footways, structures, lighting, drainage.
- 7.2.2. We shall seek to share and coordinate short- and long-term programmes of work with others undertaking works on the highway for several years in advance. A prioritised forward works programme for a rolling period of three to five years has been developed and is updated regularly. For more information, please go the programming section of each volume.

Volume 2 - Highways

1. Introduction

1.1. Context of Volume 2

1.1.1. Volume 2 of the HIAMP covers specific issues and themes regarding highways themselves, and includes the following asset types:

- carriageways
- footways
- public rights of way
- cycleways
- embankments and cuttings
- landscaped areas and trees
- fences and barriers
- traffic signs and bollards
- road markings and studs

1.1.2. The overarching principles and common themes of maintaining highway infrastructure are covered within [Volume 1](#). Asset specific guidance for drainage, structures and street lighting are covered in [Volume 3](#), [Volume 4](#) and [Volume 5](#) respectively.

2. Legal Framework

2.1. Statutory Obligations

2.1.1. General duties and powers are dealt with in [Volume 1](#) of the plan. This section contains information on duties and powers specifically related to highways.

2.2. Highway Specific Legal Considerations

2.2.1. The Highways Act 1980 sets out the main duties of Highway Authorities in England and Wales. Section 41 imposes a duty to maintain highways maintainable at public expense.

2.2.2. Section 58 provides for a defence against action relating to alleged failure to maintain on grounds that we have taken such care as in all the circumstances was reasonably required to secure that the part of the highway in question was not dangerous for traffic.

2.2.3. Additional Acts relevant to the HIAMP are outlined in [Appendix E](#) of this Plan.

2.3. Winter Service

- 2.3.1. Details of the Winter Service and its legal requirements that we undertake are outlined in a separate document named the [Winter Service Plan](#), approved annually by Members. This document should be read as an annex to the HIAMP.

3. Asset Management Information

3.1. Principles and Considerations

- 3.1.1. Asset data management is an essential part of the [Highways Infrastructure Asset Management Strategy](#) and relies on a specific asset management system to enable this. A highway asset management system is essential to deliver an effective and efficient approach to asset management. We currently use the Confirm Asset Management System to cover all of the asset types outlined in Section 1.1.1 of this volume, with the actual data collected aligning to our Highways Infrastructure Asset Management Strategy.
- 3.1.2. The UKPMS (National standard for Pavement System) accredited Confirm Asset Management system consists of a specific asset register and database, outlining details regarding our carriageways, footways, cycleways, structures, street lights, drainage assets, traffic signals and any additional street furniture that is our responsibility to maintain.
- 3.1.3. The Confirm Asset Management System enables us to undertake multiple activities such as:
- loading network, inventory and condition data, including data collected by:
 - Visual surveys (CVI)
 - SCANNER
 - Footway Network Surveys (FNS)
 - SCRIM
 - Deflectograph
 - data processing
 - condition reporting
 - financial reporting to support asset management, including:
 - inventory reports
 - accumulated and annual depreciation of carriageways
 - supporting information for footways, cycletracks and paved verges
- 3.1.4. HMEP (Highways Maintenance Efficiency Programme) is a sector-led transformation programme. It is designed to maximise returns from highways investment and help to improve efficiency and effectiveness of the local highways sector which it is aimed at. HMEP has developed a series of products to inform highways authorities of examples of

best practice and recommendations which should lead to an improved highway maintenance service and better value for money for taxpayers. We use these tools of best practice to shape our organisation and our methods for delivering the service.

4. Asset Condition

4.1. Introduction

- 4.1.1. This section deals with asset condition for each element of the network and its contribution to safety, serviceability and sustainability. For more information, please go to [Appendix A](#) of this Plan.
- 4.1.2. This section does not deal with the Safety and Service Inspections undertaken by the Highways Service. We undertake Condition Inspections and Safety and Service Inspections separately. More information on the Safety and Service Inspections can be found in [Section 5 of this Volume](#).

4.2. Principles and Considerations

- 4.2.1. Each element of the network can have different condition requirements, a minimum one to satisfy the need for safety, and higher ones, designed to meet local requirements for serviceability or sustainability, in line with the [Highways Infrastructure Asset Management Strategy](#). A good asset management approach will entail both reactive and proactive measures designed to maintain the viability of the network. Our reactive service, programming and various safety, service and conditions inspections all serve as an accurate method to maintain a record of the condition of the asset and enables us to accurately plan the best course of action each time.
- 4.2.2. It is important to recognise that all information recorded, even if not intended for network safety purposes, may have consequential implications for safety.
- 4.2.3. As outlined in Volume 1, Section 4.1.4, the level of customer service is generally more relevant when applied to the whole of the network. It is therefore not dealt with by this plan under each of the individual elements in the following sections.

4.3. Condition Surveys – Carriageways, Footways and Cycleways

- 4.3.1. The most significant financial investments in highway maintenance will be in repairing, reconditioning and reconstructing carriageways, footways and cycleways. Condition surveys identify the current condition of the network, and from this condition both long-term and short-term maintenance funding decisions can be made. Repeatable condition surveys allow trend analysis to be used to confirm the original decisions or allow for changes as a result of the changing network condition and inform lifecycle planning.

4.3.2. Frequencies of carriageway, footway and cycleway condition inspections are derived using the principles outlined in [Volume 1, Section 4](#) of this plan (categorising the network into an appropriate hierarchy) and [Section 6](#) (covering risk-based approach for inspections).

4.3.3. There are a number of types of survey, each providing information from a differing perspective, and which in combination can provide a comprehensive picture of the condition of the asset. We undertake a comprehensive regime of carriageway network level surveys at the following scope and frequencies to assist with:

- maintenance scheme identification and planning
- performance monitoring
- detailed scheme design

4.3.4. Our Highway Asset Data Team are responsible for publishing map layers showing the results of SCANNER, CVI, Deflectograph, SCRIM and FNS surveys to assist targeting and prioritising maintenance.

Survey method	Scope	Inspection Frequency
SCANNER (Surface Condition Assessment of the National Network of Roads)	Traffic speed surveys that collect data on transverse and longitudinal profiles, texture and cracking of carriageways. SCANNER surveys are mandatory requirement for reporting of Data Topic 130-01 (formerly NI 168/ BVPI 223), “Condition of principal roads” and Data Topic 130-02 (formerly NI 169/BVPI 224a) “Condition of non-principal classified roads”. These surveys are undertaken by a specialist vehicle at traffic speed. The information is both reliable and repeatable giving a consistent survey.	All the MRN, Hierarchy 1, 2 and 3 network in a single direction each year. 50% hierarchy 4 network in one direction each year.
CVI (Coarse Visual Inspection)	CVI is carried out from a slow-moving vehicle. CVI survey data is collected using UKPMS accredited data capture software. Inspectors are trained in house at Lincs Laboratory in accordance with the UKPMS Visual Survey Manual.	All the MRN, Hierarchy 1,2 and 3 network in a single direction each year. 50% Hierarchy 4 network in one direction each year. 25% of the Unclassified Network each year.

Survey method	Scope	Inspection Frequency
SCRIM (Sideway-force Coefficient Routine Investigation Machine)	SCRIM results are used to identify lengths of carriageway with poor skidding resistance. SCRIM surveys are carried out in accordance with national good practice.	33% of the MRN, Hierarchy 1 and 2 Network each year.
Deflectograph (Structural Condition Surveys)	These surveys measure the structural integrity of the carriageway. The results provide an estimate of its residual life and are a crucial component when assessing structural maintenance requirements.	20% of the MRN, Hierarchy 1 and 2 Network each year.
FNS (Footway Network Surveys)	The condition of footways is monitored by means of FNS (Footway Network Surveys).	20% of the Network each year.

- 4.3.5. SCANNER surveys collect condition information and were introduced with the aim of providing both reliable and repeatable information, for the assessment of carriageway condition. They can support national requirements for reporting where applicable.
- 4.3.6. CVI surveys are a fast, cost-effective survey that enables authorities to cover large parts of their road network on a regular basis. Rather than recording detailed measurements of individual defects, the survey identifies and categorises lengths of features having generally consistent defectiveness.
- 4.3.7. Network surveys such as SCANNER and CVI provide regular whole network coverage and are used to target more detailed investigations of provisional treatments, using more detailed project level surveys.
- 4.3.8. The maintenance of adequate levels of skidding resistance on carriageways, footways and cycleways is an important aspect of highway maintenance, and one that contributes significantly to network safety, particularly for cyclists, motorcyclists and equestrians.
- 4.3.9. We undertake routine skid resistance testing on the Hierarchy MRN, 1 and 2 Network using the SCRIM machine. Surveys are undertaken on a three-year cycle using the single survey method with benchmark sites.
- 4.3.10. The Deflectograph is a survey vehicle that gathers information used to assess the structural condition of the whole carriageway, particularly on local authority roads which are not deemed long-life. A long-life carriageway is defined as a carriageway with over 300mm of bituminous materials and a low deflection.
- 4.3.11. The Footway Network Survey (FNS) is intended to provide a cost effective, efficient and consistent approach to footway surveys. It is a continuous survey, carried out by walking the footway, recording one of four condition levels:

- as new
- aesthetically impaired
- functionally impaired
- structurally unsound

4.3.12. Securing continuous improvement in the safety and serviceability of cycleways, in particular network integrity, is a necessary component for encouraging cycling as an alternative to the car.

4.3.13. Dedicated cycleways are recorded within the footway asset database to be condition inspected at the same intervals. Shared use footway/cycleway assets are recorded as footways. Most of the cycleway network is shared use.

4.3.14. Specific cycle track provision within the county has increased significantly since the implementation of the local transport plan through the community travel zone initiative and rural priority initiative. Therefore, the majority of cycling provision is of relatively new stock and maintenance is yet to become a significant issue. However, it is recognised that maintenance standards for these facilities will be established quickly in order to provide guidance to local highways staff and to ascertain the financial commitment, in terms of the future maintenance costs.

4.4. Condition of Public Rights of Way

4.4.1. The condition of Public Rights of Way (PROW) can contribute to the core objectives and to the broader quality of life objectives associated with leisure and recreation.

4.4.2. The requirements for PROW are determined as part of our Countryside Access and Rights of Way Improvement Plan (ROWIP), in consultation with the Local Access Forum established by the Countryside and Rights of Way Act 2000. The document is currently undergoing revision.

4.4.3. The ROWIP has been implemented under four themes, each with a strategic aim and supporting our wider social objectives including the aims of the Local Transport Plan:

- sustainable transport - strategic aim to increase the use of the network for sustainable transport and utility trips
- health and well-being - strategic aim to make it easier for people to incorporate exercise into their daily lives and lead healthier lifestyles
- rural economy and tourism - strategic aim to support local businesses and tourism through access improvements
- social issues - strategic aim to enable more people to enjoy walking and riding

4.4.4. We are currently reviewing how asset data is collected and managed and in due course an asset management plan focussing on PROW will be published.

4.4.5. Countryside follows an area-based inspection regime (for more information, please go to [Section 5.9](#) of this Volume). It further prioritises schemes and individual pieces of work representing a risk to health and safety, using the following methods:

- priority 1 – routes that we actively promote (for example, viking way, bridle trails, recreational walk routes)
- priority 2 – routes that are known to be well used, predominantly close to settlements or routes promoted by other bodies and we specifically endorse
- priority 3 – all other available routes
- priority 4 – routes that could only be made available by the significant investment of capital resources or requiring extensive legal work to resolve alignments and obstructions

Priority	Rights of Way Act Infringements (Ploughing and Cropping)	Grass Cutting and Vegetation Clearance (Subject to cyclical programme)	Path Furniture Repair and Minor Obstructions	New or Replacement Bridges	Essential Surfacing Works
1	Three Months	Two Months	Three Months	Subject to size, location and resource availability	Works subject to finance and availability of workforce
2	Four Months	Two Months	Six Months	Subject to size, location and resource availability	Works subject to finance and availability of workforce
3	Works subject to finance and availability of workforce	Works subject to finance and availability of workforce	Works subject to finance and availability of workforce	Subject to size, location and resource availability	Works subject to finance and availability of workforce
4	Works only to be undertaken when major issues are resolved.	Works only to be undertaken when major issues are resolved.	Works only to be undertaken when major issues are resolved.	Works only to be undertaken when major issues are resolved.	Works only to be undertaken when major issues are resolved.

Any report which is a health and safety consideration will be dealt with in a timescale dependent on an appropriate risk analysis

4.4.6. These timescales are for guidance only and there may be times when it may not be possible to meet these service standards. In such instances we will inform respondents as to the reasons why and what action is being taken. One such example could be where a

request is made that vegetation and hedging needs clearing from the line of a right of way. Bearing in mind our obligations concerning protecting biodiversity, stemming from the Natural Environment and Rural Communities Act 2006 and various other wildlife legislation, it may be prudent to defer works until a more appropriate time providing that the route is not wholly obstructed.

4.5. Condition of Embankments and Cuttings

4.5.1. Slips and rock-falls happen rarely. However, we have records of suspect locations and have established an inspection and maintenance regime based on local risk assessments. Our scheme is based on National Highways inspection regime which inspects cuttings and embankments over five metres in height and lower ones which have been identified as suspect. The embankments and cuttings which have been identified as suspect will be inspected once a year. All inspections will be undertaken by a qualified geotechnical engineer or geologist with experience of slope instability.

4.5.2. The following standards are used for embankments and cuttings (condition inspections):

- I. inspections to be based on specialist geotechnical advice
- II. inspections to take place during winter months and after periods of heavy rain whenever possible. This is the worst time of year for instability, the easiest for inspection and there is little foliage to hide evidence
- III. we keep a record of locations prone to rock-falls and slips
- IV. these locations and others identified by local highways managers as being suspect are inspected once a year
- V. all inspections will be undertaken by a qualified geotechnical engineer or geologist with experience of slope stability

4.5.3. The probability of failure will be affected by soil conditions and drainage. The impact of embankment or cutting failure will generally be high in all situations, but particularly so on important high-speed links, or where dwellings could be affected. In such circumstances, the condition of embankments and cuttings shall be subject to a robust regime of inspection.

4.5.4. Slips and rock-falls from embankments and cuttings are relatively infrequent but the frequency and severity of such events may be affected by climatic change. We have records of relevant locations and have established an inspection and maintenance regime based on a local risk assessment.

4.6. Condition of Landscape Areas and Trees

4.6.1. We undertake regular safety surveys of our highway network to assess the risks posed by trees. This section defines the terms of reference for the safety survey.

- 4.6.2. All established trees within the highway are visually inspected as part of condition surveys to identify obvious potential hazards. Surface damage to carriageways, footways and cycleways, associated with root growth will be recorded as part of Safety and Service Inspections for those elements. More information on those inspections can be found in [Section 5 of this Volume](#).
- 4.6.3. Trees on or adjacent to the highway are surveyed using tree management software. Trees are only recorded if they meet the following criteria, for example, they have a stem diameter greater than 300mm, are planted within the highway limits or are within 25m of the highway (private trees) if appropriate the tree is assessed with a system called Quantified Tree Risk Assessment (QTRA). QTRA is a method of quantifying risk associated with tree failure and requires three variables in order to make the assessment.
- size of part likely to fail
 - likelihood of failure
 - what will be hit (target)
- 4.6.4. Our officers will QTRA score any privately owned tree within falling distance of the highway that has an identified defect in the trees condition. An NVQ level 5+ inspector will carry out the assessment.
- 4.6.5. The Health and Safety Executive (HSE) states that risk ratings above 1/10,000 are a 'tolerable' level of risk that can be imposed on the public for the wider good, where the risk is As Low As Reasonably Practicable (ALARP).
- 4.6.6. We follow the same process for the whole network. However, where the risk score from individual trees is above 1:10,000 the emphasis will be on the collection of highway trees as assets. The potential for private trees to fail onto these routes is the same, however the risk ratings and subsequently the target is expected to be reduced due to infrequent use of these routes (for example, reduced traffic flows than H1a, H1 and H2 routes).
- 4.6.7. Highway trees identified for safety work through the survey will be dealt with through the term contract. For all of our other trees, a safety report will be sent to the owning department for their attention and action. Private trees with risk ratings of 1:1 – 1:10,000 will be enforced through letters and ultimately S. 154 notices where appropriate.
- 4.6.8. The obstruction of street lighting and traffic signs can be a major safety risk to users. A process of inspection and investigation has been put in place, which is detailed in [Volume 5](#) of this plan. Trees and other foliage shall be trimmed back to allow the lighting to function properly and the signs to be legible, while maintaining the shape of the tree wherever possible. Any obstructions involving overgrown foliage can be recorded as a defect during routine night patrols, as enquiries from our officers or members of the public, or as a follow up reported by operatives attending repair works. More details can be found in [Volume 5](#) of this plan.

- 4.6.9. Significant pruning or felling of trees can be the subject of significant local concern and will only be done with specialist advice and support. The relevant District Council will be informed, and proposed work discussed prior to work on the highway trees with TPOs and in conservation areas.
- 4.6.10. In rural areas, work on highway trees will be mainly reactive and limited, other than for safety reasons. Some routine maintenance will be necessary from time to time to maintain the condition of the trees. This will be a matter for local consideration having regard to users and community views.
- 4.6.11. In urban areas, trees have a significant impact on the local environment but can cause damage to highways and property if not properly managed. Our arboricultural team co-ordinate a proactive management programme including regular inspections.
- 4.6.12. The maintenance of hedges ensures that visibility sight lines and road signs are not obscured, this work will mainly be the responsibility of adjoining landowners. Any action taken is in accordance with the requirements of the European Birds Directive (2009) and the Wildlife and Countryside Act (1981), which includes protection for birds, their nests and other relevant legislation. Significant nature conservation benefits will result from this practice. Any trimming is, as far as possible, done in late winter, to avoid the bird-nesting season and to allow birds and mammals the maximum opportunity to take advantage of any fruits or seed present.
- 4.6.13. Any proposed tree planting shall conform to the maxim 'The right tree in the right place' and consider proximity to existing or planned street lighting, to minimise the risk of shrouding the street lights, or casting unnecessary shadows on the highway.

4.7. Condition of Verges

Grass Cutting

- 4.7.1. Vegetation on highway verges should not restrict visibility at junctions, access points and bends. Sight lines and minimum stopping distance will be kept clear, and signs, lights, and markers posts will not be obstructed.
- 4.7.2. Good practice suggests that verge (flail) cuts are undertaken to control the extent of self-set bushes and tree growth. The exception to the above is where Roadside Nature Reserves are established. Lincolnshire has 65 Roadside Nature Reserves, some of which are sites of specific scientific interests where the flora and fauna are of a particular conservation value. Under an agreement with the Lincolnshire Wildlife Trust, the Trust is responsible for all environmental maintenance at these sites, apart from safety mowing.
- 4.7.3. Edge maintenance or “siding” of carriageways, footways and cycleway is occasionally necessary to prevent encroachment of grass and reduction of width. This work will be carried out infrequently, preferably during the autumn. On un-kerbed roads, siding will be carried out in advance of footway surface treatment, where necessary.

4.7.4. This plan provides for flexibility in applying judgment in urban and rural areas, and this shall take account of the character of the area rather than be determined solely by speed limit considerations.

Weed Treatment

4.7.5. The growth of weeds in footways and cycleways, hardened verges, central reserves filter drains and along kerb lines may cause structural damage, drainage issues and the general perception of such growth is that it is untidy. In some circumstances weeds have been considered to have implications for pedestrian safety. Weed growth is also a source of significant community interest and service requests. Weed treatment is therefore undertaken according to traffic and pedestrian usage and to a level of usage that takes account of local concerns.

4.7.6. We carry out total weed control operations on areas of paving and hard standings, kerbs and channels, back of footway, base of walls and around street furniture. Weed spraying covers a total of 4600 km of kerbs and is undertaken bi-annually.

4.7.7. Specialist environmental guidance is adhered to regarding the materials used for weed spraying and the frequency of application, with regards to levels of usage. Noxious weeds shall be dealt with on an ad hoc basis. All weed spraying is carried out in accordance with the Control of Pesticides Regulations 1986. Only approved pesticides are used, these are chemicals listed in the Plant Protection Products (Sustainable Use Regulations) 2012.

4.7.8. The most common specified weed under the Weeds Act 1959 is Common Ragwort. Section 14 of the Wildlife and Countryside Protection Act 1981 makes it an offence, liable to a fine, to plant or otherwise cause to grow in the wild, certain specified weeds. It may be a defence to prove that all reasonable steps were taken to prevent the plants growing in the wild. Specified weeds under the Wildlife and Countryside Act 1981 are Giant Hogweed, Himalayan Balsam and Japanese Knotweed.

4.7.9. Our policy is to carry out selective weed control operations on rural highway verges to control the growth of injurious, noxious and controlled weeds including other invasive vegetation. It is important to note that The Noxious Weeds Act 1959 does not seek to eradicate ragwort, but only seeks to control it where it poses a high risk to grazing animals, feed and forage production and we must take action to control the spread of ragwort.

Verges	Treatment
Grass Cutting	Safety (Rural) Hierarchy 1 – 3 cuts Safety (Rural) Hierarchy 2 and 3 – 3 cuts Safety Hierarchy 4 and 5 – 3 cuts
Weed Treatment	Two treatments a year

4.8. Condition of Non-illuminated Traffic Signs and Bollards

- 4.8.1. The impact of failure will be greater for regulatory signs than for warning signs, the impact of which will be greater than direction signs. The probability of sign failure is generally low, although it will be higher in areas subject to vandalism. However, the probability of sign illegibility, defectiveness or clutter is much higher.
- 4.8.2. We carry out both general route reviews and specified whole route reviews, reviewing all sign assets on a particular route or area with regard to legality, condition and ownership.
- 4.8.3. It is good practice to review damaged or missing signs before replacement to ensure there is still a requirement for the sign and the design is still lawful.
- 4.8.4. We are responsible for ensuring that any safety issues with regards to any signs are resolved in line with our risk-based response times to reactive maintenance.
- 4.8.5. Sign cleaning will be undertaken in accordance with schedules and frequencies defined in the Highway Works Term Contract. This entails once a year for the signs on the MRN, Hierarchy 1 and Hierarchy 2 carriageway network and four times a year for bollards. All others as required.
- 4.8.6. Although in many circumstances illuminated signs are essential, the use of high-reflectivity, non-illuminated signs can bring benefits in terms of sustainability. This shall be a consideration where legally permitted, both for new signs and on replacement, and shall also be considered during any network integrity inspections. Lincolnshire Road Safety Partnership (LRSP) must be consulted with when existing lit signs are identified for possible de-illumination and removal, or replacement with a reflective sign assembly. An audit trail of conversations with LRSP regarding the removal of illumination from existing signs must be maintained and appropriately filed.
- 4.8.7. Heritage signs and milestones will be refurbished or will be replaced with same or similar whenever possible. This may be subject to third party funding depending on location and circumstances.

Condition Inspection	Frequency
General Condition	Part of the General Highways Inspection
Cleaning	Signs (including externally illuminated ones), marker posts and reflective bollards are cleaned once a year for strategic road network (MRN – H1-H2). All others are cleaned as required. Note: Any faults will be reported including any within 20m on each side of the road

Condition Inspection	Frequency
Replacement and repair of damaged signs and bollards	Respond according to the degree of danger. In extreme cases this would be within two hours.

4.9. Condition of Road Markings and Studs

- 4.9.1. The general condition of road markings and studs will be inspected during the annual condition survey by divisional staff. An annual night-time survey to check reflectivity will be undertaken on hierarchy 1 and 2 roads and some designated hierarchy 3 roads. This survey will be undertaken between November and February and will include non-illuminated bollards.
- 4.9.2. Any anomalous results from the above surveys will be referred to Lincolnshire Laboratory where consideration will be given to further investigation. The results of the surveys will be maintained on a database.
- 4.9.3. Road marking will be prioritised for renewal based on the results of the condition inspections.
- 4.9.4. All mandatory road markings existing before resurfacing, patching or surface dressing shall be considered for replacement as soon as is reasonably practical:
- stop and give way markings shall be replaced within seven days
 - other mandatory lines within 14 days
 - all other markings and road studs within 28 days of completion of works
- 4.9.5. At all times when markings or studs are removed “No Road Marking” boards shall be displayed until all markings have been replaced. In addition, where “double line” systems have been removed “No Overtaking” boards shall be displayed.
- 4.9.6. There will be a preference toward bulk changes of road studs on all other routes prioritised in accordance with the condition inspection results. Bulk changes will reflect the type of use of a particular route and will start and finish at salient points on the route (for example, major junctions). Displaced road studs lying on the carriageway, hard shoulders or lay-bys, and loose studs if considered to be a hazard, are removed immediately if reasonably practicable.
- 4.9.7. A programme of works regarding markings and road studs will be developed, based on needs and priorities. This demonstrates a move towards more programmed and routine maintenance of road studs and markings.

4.10. Condition of Traffic Signals, Pedestrian and Cycle Crossings

4.10.1. An annual inspection will be carried out and shall include the following items:

- signal lenses will be cleaned
- inspections of the physical condition of the controller and auxiliary equipment cabinets and other site hardware (poles, signal heads etc)
- earth testing

4.10.2. Full inspections for electrical safety will be carried out at intervals of six years. Guidance on aspects to be inspected and on defect criteria is given in TD 24/86.

4.10.3. The priority objective is to provide and maintain all traffic signals, controlled pedestrian and cycle crossings to a high standard to ensure the safety of all road users and to ensure the efficient operation of the highway network.

4.10.4. The following frequencies will be used:

Condition Inspection	Method and Frequency
Scouting for illumination	Covered by Urban Traffic Control and Remote Monitoring Systems
HI Lamp changing	Bulk change every 12 months
Internal inspections and cleaning	At least annually or additionally when required
Checking of phasing	When a fault is suspected
Checking of alignment	Annually or when a fault is suspected
Mechanism	Annually or when a fault is suspected
External Cleansing	Every 12 months

4.11. User and Community Response

4.11.1. User and community responses can make a significant indirect contribution both to safety and serviceability by ensuring that service requests and complaints are dealt with appropriately and converted into actions. Adequate provision of information will also enable users to obtain better serviceability from the network. We engage with the NHT Public Satisfaction Survey and have robust options for dealing with service requests and complaints involving a dedicated Customer Service Centre and FixMyStreet for online reporting.

- 4.11.2. To provide clarity, we have adopted dimensional definitions for potholes based on best practice as part of its maintenance policy. Our reactive maintenance works based on fixed response times, including those put forward by members of the public, outlined in [Appendix B](#) of this plan.

5. Safety and Service Inspections

5.1. Introduction

- 5.1.1. The general principles to be applied to inspections, assessment and recording are outlined in [Volume 1, Section 5](#) of this plan. This section covers guidance for the Safety and Service inspections relating to highways assets. This section does not include details revolving around condition inspections, which can be found in [Section 4 of this Volume](#).
- 5.1.2. In order to satisfy the statutory duties set out in the Highways Act 1980, we have put in place inspections to assess the highway network. The collection of inspection results is managed using Confirm Enterprise Infrastructure Management System using portable tablet computers and handheld devices with global positioning system (GPS).
- 5.1.3. We undertake Safety and Service inspections to accurately monitor the carriageway and footway network. The inspection schedules are route and area based. Results are uploaded and downloaded within the Confirm Enterprise Infrastructure Management System and stored within the asset management system.

5.2. Safety Inspections – General

- 5.2.1. Safety Inspections are designed to identify defects that are likely to create a safety issue to users of the network. Such defects will be made safe as soon as reasonably practicable, and in any case within the timescales detailed in [Appendix B](#) of this Plan. of this Plan.
- 5.2.2. We have determined the most appropriate way to undertake inspections in order to clearly observe any defects for each asset type. This may include inspections from a slow-moving vehicle or, in busy urban areas, and particularly when inspecting footways, it may be difficult to obtain the necessary level of accuracy from vehicle-based inspections and walking is used.
- 5.2.3. Frequencies of safety inspections are derived using the principles outlined in [Volume 1, Section 4](#) of this plan (categorising the network into an appropriate hierarchy) and [Section 6](#) (covering risk-based approach for inspections).
- 5.2.4. Routine Local Highway Inspections do not cover the following:
- condition inspections such as specialist engineering inspections (including Coarse Visual Inspection and Detailed Visual Inspection), machine inspections (for example, SCRIM and Deflectograph) and the Footway Network Survey

- streetworks inspections (under the New Roads and Street Works Act 1991)
- structures, safety barriers and traffic signals inspections
- development control inspections (section 278 and section 38 inspections)
- street lighting (including illuminated signs, and lit bollards) inspections
- ad-hoc inspections in response to specific problems or complaints

5.2.5. However, defects resulting from any of the above should be reported and dealt with under the appropriate procedure.

5.2.6. Service Inspections are designed primarily to establish programmes of routine maintenance tasks which, although they may be essential work, do not require urgent execution.

5.3. Highway Network Hierarchy

5.3.1. Each part of the highway network is assigned a hierarchy which relates to its importance for transportation and usage. Footway hierarchies are different from carriageway hierarchies. Therefore, most roads have a different hierarchy classification for the carriageway and footway. Public Rights of Way within built up areas that have been identified as having a metalled surface are categorised as link footways and are assigned the appropriate hierarchy and inspected as an integral part of the network.

5.3.2. The detailed definitions of each hierarchy classification are found within [Volume 1, Section 4](#).

5.4. Inspection Frequencies

5.4.1. The inspection frequencies for Safety and Service inspections are as follows:

Carriageway	Footway	Inspections per annum
MRN, Hierarchy 1	Hierarchy 1	12
Hierarchy 2	Hierarchy 2	4
Hierarchy 3	Hierarchy 3 and slabbed/modular 4	4
Hierarchy 4, 5 and 6	Hierarchy 4 (excluding slabbed/modular)	1
Hierarchy 7	/	Once every three years
Hierarchy 8	/	Once every five years (unmetalled carriageways)

Cycleways	Inspection requirements
Cycle Lane	Include with adjacent carriageway inspections
Cycle Track	As per Type 4 Footway
Shared Cycle/Pedestrian	Include with the adjacent footway inspections

5.4.2. For reasons of route efficiency hierarchy MRN, 1 and 2 carriageway inspections will be Route Based for example, the inspections will extend across the whole of a Local Highways Managers area.

5.4.3. All other inspections are Area Based i.e., they are a selection of carriageway and footway assets within a discrete maintenance area which satisfy the criteria of a given inspection schedule. In normal circumstances the inspecting officer will have routine maintenance responsibilities within the maintenance area. However, allocation of available staff resources will mean that this may not always be the case.

5.4.4. Service inspections will be carried as part of the Local Area Inspection for all hierarchies of carriageway and footway, combining with the safety inspections.

5.5. Inspection Schedules

5.5.1. To facilitate the efficient implementation of the inspection regime each carriageway and footway asset will be assigned to one of seven inspection schedules. In Line with the risk-based approach which outlines 'Where carriageway and footway hierarchies intersect, for example at all controlled crossings the higher inspection frequency takes precedence in determining of inspection frequency, defect definition and responses. This principle also applies to intersections between carriageways and cycleways and between cycleways and footways.'

5.5.2. Where sections are identified as being impractical to inspect from a vehicle the inspections will be walked, irrespective of hierarchy. Where footway sections are identified as slabbed or modular the inspection will be walked, irrespective of whether it can be practically inspected from a vehicle.

5.5.3. Explanation of inspection schedules:

Numeric = frequency of inspection (for example, 12 per annum)

A = area based

D = driven

R = route based

W = walked

5.5.4. The inspection schedules are tabulated below:

Schedule	Roadway Asset	Hierarchy	Inspection Frequency per annum	Comments
12WA	Footway and Carriageway	MRN/1	12	No comments
12DR	Urban and rural carriageway and footway	MRN/1	12	No comments
4WA	Footway and Carriageway	2	4	No comments
4DR	Urban and rural carriageway and footway	2	4	No comments
4DA	Carriageway and footway	3	4	Includes hierarchy 4 slabbed or modular footways.
1WA	Footway	4	1	All footways not included in Schedules 12WA, 4WA, 4DR, 4DA and 12DR
1DA	Carriageway and footway	4, 5, 6	1	Excludes footways identified in Schedules 12WA, 4WA and 4DA.
1/3DA	Carriageway	7	Every three years	Driven if possible, else walked
1/5WA	Carriageway	8	Every five years	No comments

5.5.5. The annual programme of inspections should be created to ensure that all assets are inspected at the frequency required and to allow the resource available to respond within the agreed timescale. The schedules which have an inspection frequency greater than one per annum are programmed to provide an equal interval between each inspection throughout the year. The pattern of inspections is consistently applied to consecutive years so that the inspection intervals are maintained year on year.

5.6. Service Inspections - General

5.6.1. We undertake Service Inspections in conjunction with the safety inspections.

5.6.2. Service inspections are strongly focused on ensuring that the network meets the needs of users and provides future scheme identification, to ensure that they meet the levels of service defined within the Asset Management Framework. These surveys are dependent upon the [Highways Infrastructure Asset Management Strategy](#) to determine programmes of work.

5.7. Service Inspections for Carriageways, Footways and Cycleways

5.7.1. Service inspections for carriageways, footways and cycleways are carried out in conjunction with safety inspections for these assets. These surveys may be undertaken either by slow moving vehicle, on foot or by utilising data such as video depending upon the circumstances.

5.7.2. As each carriageway and footway asset is inspected in turn there are different categories of carriageway treatments that can be recommended for it, dependent on which physical features that particular section contains. The available treatment categories are Structural Treatment, Surface and Patching Treatment, Surface Treatment and Edge Treatment.

5.8. Safety and Service inspections of Public Rights of Way

5.8.1. The Countryside team follows an area-based approach towards its inspection regime.

5.8.2. The regime follows Countryside Areas A, B, and C, with these areas split up into two, bar one, due to respective size. This equates to 5 area-based inspections. Inspections are undertaken across all priorities of path in set numbers of parishes annually. This equates to 20% of the County network per annum so that after a five-year period each parish and paths will have been inspected once.

5.8.3. As per [Volume 1, Section 4](#) of this plan, where certain PROW are considered part of the footway hierarchy, safety inspections are carried out accordingly.

5.8.4. The Inspections will highlight issues, defects and obstructions on the Public Rights of Way whilst providing information on the condition of any known PROW structures.

5.9. Safety and Service Inspections of Landscaped Areas and Trees

5.9.1. We are responsible for ensuring that trees outside the highway boundary, but within falling distance, are safe. Section 154 of the Highways Act 1980 empowers us to deal, by notice, with hedges, trees and shrubs growing on adjacent land which overhang the highway, and to recover costs if appropriate.

5.9.2. Safety and Service inspections undertaken by our Local Highways Team incorporate highway trees, including those outside but within falling distance of the highway. Gale damage, broken or overhanging limbs and unstable or leaning trunks which endanger the highway are further included within the Safety inspection, if the inspector judges them to pose a danger to highway users.

- 5.9.3. When the tree is privately owned and safety considerations permit, the owner or occupier shall be informed and given notice to take action within 28 days. If safety considerations do not permit, then appropriate action should be taken to make safe. Follow-up action will be necessary immediately after the 28 days have expired if the owner or occupier does not respond appropriately.
- 5.9.4. We include some basic arboricultural guidance in training for inspectors, but arboricultural specialists advise on the appropriate frequency of inspections and works required for each individual street or mature tree that is considered to hold a high risk to users of the network. A separate programme of safety inspections for all trees is undertaken by our arboricultural officers. See Condition Surveys in [Section 4](#) of this volume for more information, for more information.
- 5.9.5. Highway trees contribute to amenity and nature conservation and in urban areas can enhance the space between buildings, reinforcing the area's character and appeal. Close co-operation between arboriculturists, highway engineers, landscape architects and urban designers is essential to preserve and enhance the range and quality of street trees, ensuring that a considered approach has been taken to supporting sufficient species diversity to make the overall town or neighbourhood tree population more robust to the advent of disease and/or more resilient to climate change. Avenues, boulevards, town squares and formal spaces, and informal rural locations all require the application of different planting principles. Trees and planting may reflect the history, architecture and tradition of places. Small pockets of poor-quality planting can undermine the quality of the streetscape.
- 5.9.6. Street trees and planting are not appropriate in every instance. Trees and planting should always form part of the overall urban context, and not be added or preserved without question. Trees may be planted where trees have not been planted previously particularly in urban areas that have changed use (for example, warehousing to residential) or in areas where historically they were considered unworthy of tree planting.

5.10. Safety and Service Inspections of Traffic Signs and Bollards

- 5.10.1. Traffic signs are the most visible elements of the highway network, highly valued by users, and contribute significantly to network serviceability through facilitating efficient and effective use of the network.
- 5.10.2. The Inspections will monitor non-illuminated signs which have fallen into the highway or are in an unsafe condition. This item includes poles which have been damaged or worked loose if they are leaning into the carriageway area. A sign shall be deemed unsafe if any of its fastening points have failed and it is visibly capable of being dislodged or moved dangerously by high winds.
- 5.10.3. Traffic signs shall be kept legible, visible and effective as far as possible at all times in relation to the road use and traffic speeds.

- 5.10.4. Signs that display a message which can be subject to enforcement identified within the inspection should be repaired or replaced in the timescales outlined in [Appendix B](#) of this Plan.
- 5.10.5. Any sign or bollard identified as a potential safety issue will be made safe as soon as reasonably practicable. A Large Advanced Direction Signs (ADS) identified as a safety risk will be dealt with as an emergency and made safe. Subsequently it will be put onto a programme to be replaced accordingly.
- 5.10.6. Vegetation potentially obscuring road signs shall be recorded during safety inspections and service inspections of carriageways, footways and cycleways and treated accordingly. The level of risk associated with such vegetation may change during periods of maximum growth.
- 5.10.7. Special signing schemes, for example blockwork chevron treatments at roundabouts and traffic calming schemes using special signing may deteriorate more quickly than conventional signing. They are also likely to have been installed to improve network safety, therefore liaison with LRSP must take place before considering replacement, removal or a change to the design.
- 5.10.8. The condition of non-illuminated road signs shall be inspected in daylight for degradation of colour, retro-reflectivity, deteriorating fittings, legibility distance, and average surface luminance, after cleaning. The frequency of cleaning required will be influenced by the risk of soiling in local areas.
- 5.10.9. Service inspections shall be used to identify signing that is inappropriate or no longer necessary and may be a distraction to users, or detrimental to the street scene. Such inspection is combined with the condition inspection and will be route-based, where both legality and appropriateness will be assessed, and a decision by our Signs and Lines team will be made whether to remove the sign.

5.11. Safety and Service Inspection of Road Markings and Studs

- 5.11.1. Inspections in respect of wear, spread, colour, skid resistance and retro-reflectivity shall be undertaken for paint markings and for thermoplastic markings, at frequencies determined by local risk assessment. Inspections for reflective conspicuity shall be carried out during the hours of darkness and programmed to enable maintenance works to be completed before the onset of winter. This is undertaken annually and combined with the condition inspection. For more information see Section 4.10. of this Volume
- 5.11.2. Although the hole left by a dislodged stud is unlikely to quickly enlarge to meet the pothole criteria more than one stud missing in any particular section of road should alert the inspector to the possibility of more failures and trigger a detailed inspection of all studs in that section.

5.12. Safety and Service Inspection of Traffic Signals and Pedestrian/Cycle Crossings

5.12.1. The priority objective is to provide and maintain all traffic signals, controlled pedestrian and cycle crossings to a high standard to ensure the safety of all road users and to ensure the efficient operation of the highway network.

5.12.2. The Traffic Signals Contractor operates a remote monitoring system which records or reports lamp failures.

5.12.3. The following standards are used in the operation of the highway network:

- urgent traffic signal faults or damage constituting a danger to the road user are attended to within two hours and repaired within 24 hours
- traffic signal controllers damaged beyond repair are replaced within 72 hours where reasonably practicable
- failed traffic signal lamps and other less urgent faults are attended to with 12 hours and repaired within 24 contract hours
- traffic signals installations are inspected for safety once a year
- additional cleaning is carried out when required
- warning signs are erected if traffic signals are off and temporary traffic signals will be provided where reasonably practicable

5.13. Regulatory Functions

5.13.1. A significant element of our Highway Service comprises regulation and enforcement of activities on or affecting the highway.

5.13.2. Key Regulatory duties include:

- New Roads and Street Works Act 1991
- management of Highway Register
- management of Public Rights of Way
- dealing with encroachment on the highway
- dealing with illegal and unauthorised signs
- licensing skips, hoardings, temporary closures and other authorised occupation of the highway
- construction of vehicle crossovers

5.13.3. Although each of these are separate duties, many of them have wider implications for highway maintenance, for example:

- many of these items including illegal signs or encroachment, may have the potential to contribute to accidents, and the details of how we dealt with (or did not deal with) the occurrence may be a material consideration in legal proceedings
- illegal parking on verges and footways, especially by heavy vehicles, could cause considerable damage and where this has occurred it might be relevant to increase inspection frequency and consider new materials or prevention.

5.13.4. A regime of regulatory inspection has been developed on the basis of risk assessment. Further information regarding regulatory functions can be found in our [Network and Traffic Management Plan](#).

6. Programming and Priorities

6.1. Introduction

6.1.1. The general principles to be applied to priorities and programming are outlined in [Volume 1, Section 7](#) of this plan, with this section relating to highways assets.

6.2. Balancing Priorities by Type

6.2.1. The broad priorities for the respective types of highway maintenance are largely determined by the outcome of safety and service inspections and condition surveys, assessed against local risks and policies. We have established priorities and programmes for each of the following:

- emergency / reactive maintenance – attending to defects and other safety matters that require urgent action arising from inspections or user information
- planned maintenance – attending to defects and other less urgent matters that may benefit from further planning leading to permanent repairs
- programmed maintenance – providing lifecycle / road condition-based work streams
- cyclic/routine maintenance – providing locally defined levels of service
- regulatory functions – regulating occupation, interference or obstruction of the network, outlined in our [Network and Traffic Management Plan](#)
- winter service – providing locally defined levels of service of salting and clearance of ice and snow, outlined in our [Winter Service Plan](#)

6.2.2. The determination of priorities and programmes for items within the categories of regulatory functions and Winter Service tend not to require any special consideration and largely arise out of the design of the services.

6.3. Priorities for Emergency/Reactive Maintenance

6.3.1. Emergency / reactive maintenance involves attending to the rectification of defects and other safety matters that require urgent action arising from inspections or user

information in accordance with the locally determined levels of response. Although all such matters will by definition have a degree of urgency, some may have potentially even more serious consequences, and priorities will usually be determined exclusively on the basis of risk assessment. This risk assessment will be based upon our response time risk matrix, outlined in [Appendix B](#) of this Plan.

- 6.3.2. Reports from members of the public provide a source of information on the condition of all aspects of the highway network. This source is used to complement formal inspections and surveys, and this Plan is available publicly to outline the processes and systems in place. To ensure that suitable communication is provided to contributors to acknowledge receipt of information and provide feedback, fault reporting is available through the FixMyStreet website, and the Customer Service Centre provides feedback on enquiries which are all logged on the Confirm Asset Management System.
- 6.3.3. The option selected, together with relevant follow up, will largely be determined by operational practicalities and whether the site is already part of a programme for more comprehensive treatment, in which case a temporary repair may be an appropriate course of action.
- 6.3.4. Consideration will be given to one of the following:
 - sign and make safe
 - carry out initial temporary repair
 - effect a permanent repair
- 6.3.5. We shall adopt permanent repairs as the first choice. Temporary repairs shall only be used where safety cannot be managed using alternative approaches and in emergency circumstances.

6.4. Priorities for Planned and Programmed Maintenance

- 6.4.1. There is a presumption that a programmed maintenance regime will provide lower whole life costs than one based upon a reactive approach. We therefore employ systems that enable a data-led approach to the targeting of structural maintenance.
- 6.4.2. The updated PMS system provides UKPMS outputs from CVI inspections. Combined with results of other surveys such as Deflectograph, SCRIM and local Safety and Service inspections enable informed decisions to be made in respect of planned maintenance programmes and treatments.
- 6.4.3. As mentioned in [Volume 1](#), current and historic SCANNER and CVI condition data has been used to develop local deterioration curves for all carriageway classes, as part of our lifecycle planning development. This historic data was also used to determine the effectiveness of maintenance works carried out (for example, scheme efficiency) for various treatment types. In combination with current treatment cost information used in DRC calculations, future carriageway surface condition by road classification was predicted

for a number of treatment and budget scenarios. Strategic analysis is continuously being carried out on these scenarios to determine the most efficient maintenance strategy with current funding. These scenarios inform the targets included in our [Highways Infrastructure Asset Management Strategy](#).

6.4.4. Programmed Maintenance within our Operational Asset Management can be divided up into the following groups developed and designed by specialist teams:

- carriageways – patching, surfacing, re-tread, surface dressing
- footways – reconstruction, patching, slurry sealing
- drainage – improvements, replacement
- minor works
- cyclic works – drainage cleansing

6.4.5. The Operational Asset Management teams that deliver these programmes of work are:

- patching and resurfacing
- surface treatments
- minor works and traffic
- MMT and cyclic

6.4.6. For scheme identification and prioritisation on the MRN, Hierarchy 1, 2, 3 and 4 network a Lincolnshire Condition Indicator (LCI) has been developed. This combines data from CVI and SCANNER surveys to give an overview of the surface condition of the network. Many potential schemes have been identified based on a visual assessment of the condition information. All available condition data including SCANNER, CVI, residual life from Deflectograph surveys and SCRIM held in Confirm is used to prioritise schemes and identify suitable treatments.

6.4.7. The maintenance schemes for carriageways are identified using the following stages:

- the information obtained from condition surveys is assessed to establish an indicative programme with process outlined in Section 6.4.6.
- as part of the calculations for prioritisation, reactive jobs, defect reports from the public and insurance claims are taken into consideration. More reactive jobs, unique defects reported and claims increase the weighting added to the final scoring assigned to the site. This integration of condition data and customer information allows us to further target our resource to meet the need of the network and the user.
- the indicative three-year programme for individual hierarchies should then be developed into individual schemes that meet the levels of service in the [Highways Infrastructure Asset Management Strategy](#). The schemes may then be prioritised using a process of Value Management. Schemes are not necessarily prioritised on the basis of 'worst first' as this is unlikely to provide the best value for money in terms of whole life cost.

- 6.4.8. The list of schemes developed is provided to our asset management engineers who undertake further investigation and assessment to refine the details of the scheme and develop the detailed treatment schedules for the works, taking into account the following Value Management:
- whole life costs
 - network management considerations
 - buildability
 - the budget available
 - risk
- 6.4.9. The data alongside engineering expertise generates a five-year programme of major structural maintenance schemes for the strategic road network (MRN, H1 and H2), which is updated annually on the basis of latest survey data.
- 6.4.10. The LCI is used to generate a three-year indicative programme for maintenance schemes on the H3 and H4 carriageway network, with an [annual works programme](#) for the schemes of work outlined, approved and published on our website.
- 6.4.11. For the Unclassified Network (H5, H6, H7 and H8), schemes are determined using a combination of CVI data and the priorities of Local Highway Managers. CVI combined with annual local Safety and Service inspections undertaken by the Local Highways teams enable effective planning of maintenance programmes.
- 6.4.12. Further elements included in determining the prioritised list shall be clusters of enquiries highlighted by members of the public regarding surface defects, location to generate linked work schemes to improve efficiency.
- 6.4.13. Surface Dressing will be linked with this approach, as well as aligning itself with patching works around the county and any local safety issues regarding skidding resistance. All surface dressing schemes will take into account lifecycle planning, with SCRIM surveys and PRN data guiding prioritisation. Routine Surface Dressing programmes of work are further based upon the results of local inspections and reports from CVI surveys and facilitated by Local Highway Managers.
- 6.4.14. Footways and cycleways undergo a similar scheme prioritisation process, with the data from the FNS (Footway Network Survey) collated and processed. This data is used in a calculation for footway scoring, this score then has weighting applied to it based on, customer fault reporting, location and usage of a footway.
- 6.4.15. Similarly to LCI for carriageways, this allows a union of condition data and customer enquiries to use all available information to fully prioritise our repairs on the network.
- 6.4.16. A three yearly indicative programme of schemes will be generated highlighting priorities, with an annual fixed programme outlined, approved and made publicly available.

- 6.4.17. Budget disaggregation to Asset Managers is also based upon the visual survey data output to ensure that available funding is correctly apportioned. Maintenance funding for other nonroutine elements of the network such as signs, lighting columns are based upon inventory counts.
- 6.4.18. Programmed maintenance seeks to minimise cost over time and to add community value to the network or to the environment. It can also be for safety purposes by, for example, improving skidding resistance or contributing to serviceability by, for example, improving ride quality.
- 6.4.19. As demonstrated in this section, we have developed priorities and programmes for the structure, surface and edge of carriageways, footways and cycleways, using data such as age, condition, hierarchy, location and lifecycle planning.
- 6.4.20. Programmed maintenance schemes may be more expensive than routine or reactive treatments in initial cost but should be designed to have a lower whole life cost, therefore providing value for money. The determination of priorities between competing schemes is based more objectively utilising robust Value management. Quarterly Value Management sessions are formalised to ensure this approach towards Programmed maintenance.

6.5. Priorities for Routine Maintenance

- 6.5.1. Routine maintenance is primarily for the purpose of providing defined levels of network serviceability, maximising availability, reliability, integrity and quality. The priorities and programmes are determined largely, but not exclusively, from non-urgent defects identified during service inspections together with items from safety inspections not requiring urgent attention and user requests.
- 6.5.2. Priorities and programmes have been defined for all routine maintenance categories based on the [Highways Infrastructure Asset Management Strategy](#). Routine maintenance for each category may be undertaken separately, according to the frequency defined in each case, but it will usually be more efficient to combine a number of operations into a co-ordinated programme. Consideration shall be given to co-ordination with other related street activities.
- 6.5.3. The results of safety inspections identifying non-urgent works, condition surveys and customer requests may also generate routine works programmes.
- 6.5.4. We undertake numerous forms of cyclic and/or routine maintenance:
- drainage systems – cleansing and repair
 - embankments and cuttings – drainage and stability
 - landscaped areas and trees – management
 - verges – grass cutting
 - fences and barriers – tensioning and repair

- traffic signs and bollards – cleansing and repair
- road markings and studs – replacement
- weed spraying

6.5.5. Routine maintenance standards for cyclic works such as drainage cleansing, grass cutting, tree management and sign cleaning are defined in [Section 4 of this Volume](#). For fences and barriers, please refer to [Volume 4 Structures](#).

6.5.6. Timing of such cyclic works can be dependent upon various factors such as time of year or weather conditions. Asset management ensures that all cyclic work is structured so that a consistent approach to this type of work and effective service delivery is maintained.

6.6. Value Engineering and Treatment Best-Practice

6.6.1. We adhere to the second stage of the Value Management process that is conducted on an individual scheme, to optimise both the design and construction phases. In principle, it reduces the risk associated with unforeseen issues at the time of scheme development.

6.6.2. We utilise our Maintenance Design Manual, outlined by expert Lincolnshire designers based on recognised best practice, as our starting point for design. The Maintenance Design Manual deals with the design element of non-cyclic works. The manual has been prepared to ensure uniform, economic designs are produced throughout the county and utilises the results of research carried out both nationally and locally.

6.6.3. It further follows the guidance documents set by the Road Surface Treatments Association (RSTA) that aim to raise awareness of the range and benefits of road surface treatments, and to encourage product and process innovation. Many of these have been produced in conjunction with the ADEPT Soils and Materials Design Group, and cover topics including service lives, surface dressing, innovative patching products and systems, high friction surfacing, structural road recycling, crack sealing and slurry surfacing, geosynthetics and steel meshes, asphalt preservation systems, grouted macadam, retexturing and ironwork installation.

6.6.4. In terms of Surface Dressing, we adhere to Transport Research Laboratory's Road Note 39 which sets out Best-Practice when considering surface dressing programmes.

Volume 3 - Drainage

1. Introduction

1.1. Overview

- 1.1.1. The purpose of this volume is to define the responsibilities of the Highway Authority in terms of highway drainage and how we manage our assets. As we develop our highway drainage asset management function this volume will be updated accordingly.
- 1.1.2. Highway drainage is provided to ensure safe passage along our highways by all road users during inclement weather and to reduce the risk of flooding from our assets. It does so by capturing surface water runoff from the carriageway, footways, access crossing and highway verges and conveying it to a suitable point of disposal, efficiently as possible. Highway drainage also supports the structural integrity of the carriageway structure by preventing the ponding of water on the carriageway which would otherwise allow it to penetrate the road surface and cause damage through the softening of the carriageway foundation or through freeze/thaw action.
- 1.1.3. There will be other drainage assets under or adjacent to our highway that will be owned or managed by others. This will include water companies, IDB's, management companies, private riparian owners, other local authorities, private enterprises, and riparian owners.
- 1.1.4. The role of Lead Local Flood Authority and the duties that beholds reside with the Flood Risk team, and whilst they are outside of the Highways Services, we are an active partner in Flood Risk framework within Lincolnshire.

1.2. Highway Drainage Systems

- 1.2.1. Traditionally, highway drainage systems have comprised networks of pipes and gullies discharging into sewers and watercourses but over the last decade or so they have become more complex, to comply with changes in legislation and accommodate the predicted changes in future weather patterns. Highway drainage systems now routinely store surface water runoff and release it at a controlled rate that reflects the natural environmental conditions.
- 1.2.2. Sustainable drainage systems (SuDS), comprising 'on the surface drainage' or visible features are now commonplace on new developments and major highway projects and can include features such as swales, attenuation lagoons and filter verges. Disposal of surface water by infiltration is now more common place.

1.3. Highway Drainage Definition and Components

1.3.1. We define our highway drainage systems as conduits, 600mm or less in diameter, and channels, together with their ancillary components that lay beneath, or alongside publicly maintainable highway built for the purposes of solely carrying/temporarily storing surface water runoff from publicly maintainable highway, prior to disposal.

1.3.2. Components of a drainage system can include but are not limited to:

- pipes and culverts
- gullies and offlets
- grips
- sustainable drainage systems
- combined kerb drainage
- below ground and at surface water retaining structures
- open channels
- chambers and soakaways
- pollution control devices
- ancillary devices – penstocks, flap valves, flow controls

1.3.3. Information on culverts greater than 600mm diameter can be found in [Volume 4](#) of this plan.

1.4. Highway Flooding

1.4.1. The highway may flood if the surrounding land is in flood and there are limitations to the action that can be reasonably taken. If it is subsequently determined that the flooding is attributable to deficiencies in infrastructure or the maintenance regime, given the nature of the weather conditions under which it occurred, then action to permanently relieve the problem shall be considered which may involve consultation with other public bodies and third parties. If the event is attributable to the actions of a third party, the matter shall be taken up with them at the earliest opportunity.

1.5. Ground Water

1.5.1. Groundwater emergence can happen when the level of water within the rock or soil that makes up the land surface (known as the water table) rises. The level of the water table changes with the seasons due to variations in long term rainfall and water abstraction. When the water table rises and reaches ground level, water starts to emerge on the surface and flooding can happen. Once raised, levels can remain high for weeks or months and their location can be transient and not always where you would expect. Intercedence into occurrences of groundwater can include the placement of flood boards to highlight the issue or the placement of temporary traffic signals to allow safe passage. The priorities of such actions will usually be determined exclusively on the basis of risk assessment. This

risk assessment will be based upon our response time risk matrix, outlined in [Appendix B](#) of this Plan.

1.6. Partnership Working

- 1.6.1. Flooding and drainage issues on the highway can be the result of surface water issues/runoff from several sources. Where this is recognised, joint or partnership schemes may be developed with the appropriate Risk Management Authorities to develop a comprehensive solution.
- 1.6.2. We actively participate in the Joint Lincolnshire Flood Risk and Water Management Partnership Management and Strategy Groups and the Local Flood Risk & Drainage Management Groups.

1.7. Lead Local Flood Authority Flood Investigation Reports (Section 19 Reports)

- 1.7.1. Reports from the Lead Local Flood Authority (Floods & Water Management Act S19), issued following internal flood events, will be reviewed and where it is considered the Highway Authority may need to take action, further detailed investigations will be undertaken. Any short comings identified in our assets will be future mitigated by undertaking a change in maintenance intervention periods (for example, increased gully cleansing frequency) through to the upgrading or provision of measures that manage surface water on the highway more effectively (for example, upgraded highway drainage systems).

1.8. Chamber and Gully Covers & Frames (Ironwork)

- 1.8.1. Ironwork comprising covers, gratings, frames and boxes set in carriageways, footways and cycleways has the potential to compromise safety and serviceability, and in certain cases cause noise and disturbance to local residents. Responsibility for defective ironwork may lie with utility providers.
- 1.8.2. Defects identified during routine inspections or from enquiries will be inspected and either made safe by the Highway Authority or the relevant utility provider will be formally notified, and if required followed up, to ensure that dangerous defects are remedied within the prescribed timescale.

2. Legal Framework

2.1. Statutory Obligations

- 2.1.1. General duties and powers are dealt with in [Volume 1](#) of the plan. This section contains information on duties and powers specifically related to highways.

2.2. Highway Specific Legal Considerations

- 2.2.1. The Highways Act 1980 sets out the main duties of Highway Authorities in England and Wales. Section 41 imposes a duty to maintain highways maintainable at public expense.
- 2.2.2. Section 58 provides for a defence against action relating to alleged failure to maintain on grounds that we have taken such care as in all the circumstances was reasonably required to secure that the part of the highway in question was not dangerous for traffic.
- 2.2.3. Additional Acts relevant to the HIAMP are outlined in [Appendix E](#) of this Plan.

3. Asset Management Information

3.1. Introduction

- 3.1.1. Asset data management and its systems are prescribed within the [UKRLG Highway Infrastructure Asset Management Guidance \(HIAMG\)](#), Part B and Part C.
- 3.1.2. We operate with the Asset Management System Confirm, which among other assets, stores drainage assets.

3.2. Principles and Considerations

- 3.2.1. The Confirm asset management system supports the following list of functions with regards to drainage assets:
 - collection, storage and retrieval of inventory data and condition data
 - works management and prioritisation
 - asset valuation – both gross replacement and depreciated replacement cost to support whole of government accounting requirements
 - deterioration modelling and life cycle planning
 - aid in management and storage, in electronic format, of drawings, photographs and reports

3.3. Management of Asset Information

- 3.3.1. Like many highway authorities, the completeness of information of our drainage asset records is variable. We have embarked on a long-term project to enhance and expand the dataset through:
 - review of digital data
 - review of archived documents and drawings
 - on site inspection

- review of third-party asset records

3.3.2. Our data sources will comprise, but are not limited to:

- silt level data collected from gullies by cleansing operatives,
- drainage investigations
- as built/adopted development drawings and documents
- as built drawings and documents for improvement, renewal and new highway/highway drainage schemes
- customer Enquiries
- s19 flood investigation reports
- third party data for example, sewer records

3.3.3. To encompass the additional data we harvest, we have set up a new suite of drainage asset classes to ensure efficient and accurate data entry and retrieval. The asset classes are as follows:

- Class 0 – Drainage Other (Rainwater harvesting for example)
- Class 1 – Collection Points (Gullies for example)
- Class 2 – Collection linear
- Class 3 – Drainage Nodes (Manholes for example)
- Class 4 – Drainage Linear
- Class 5 – Flow Controls
- Class 6 – SuDs Open storage
- Class 7 – SuDs Linear
- Class 8 – SuDs Infiltration
- Class 9 – SuDs Surface
- Class 10 – Pumping Stations
- Class 11 – Pollution Control Devices
- Class 12 – Screens
- Class 13 – Storage Tanks
- Class 14 – Pumps
- Class 15 – Drainage Structures
- Class 16 – Easements

4. Asset Condition

4.1. Condition of the Highway Drainage System

- 4.1.1. We are continually looking to improve our processes and systems to determine, understand and manage the condition of our assets. Overtime this will allow us to develop a full understanding of the condition of our drainage assets and facilitate timely maintenance interventions.
- 4.1.2. We currently obtain information on the condition of our gullies, offlets, chambers and laterals during routine cyclic cleansing activities which includes surface visible defects.
- 4.1.3. We also record the depth of silt condition of our gullies, chambers, offlets and laterals by recording the depth of silt each contains. This information is used to review the adequacy of the cleansing interval as detailed in [Section 6](#).

5. Inspections

5.1. Overview

- 5.1.1. Surface visible drainage defects will be identified through our Highway Safety Inspection regime as defined in Volume 2.
- 5.1.2. As part of our drainage cyclic cleansing regime, surface visible defects are noted by the cleansing operatives and recorded in Confirm for assessment and action as required.

6. Programming

6.1. Classification of Drainage Activities

- 6.1.1. Five classifications have been made for drainage activities, which are as follows:
- emergency/reactive works
 - routine maintenance works
 - planned maintenance works
 - programmed minor works
 - major drainage works

6.2. Emergency/Reactive Works

- 6.2.1. Emergency/reactive maintenance involves attending to the rectification of defects and other safety matters that require urgent action arising from inspections or user information in accordance with the locally determined levels of response. Although all

such matters will by definition have a degree of urgency, some may have potentially even more serious consequences, and priorities will usually be determined exclusively on the basis of risk assessment. This risk assessment will be based upon our response time risk matrix, outlined in Appendix B – Response Times of this Plan.

6.2.2. Emergency/reactive works are assessed and prioritised on the basis of a risk assessment and those that require more urgent intervention can include but are not limited to the following situations:

- major rainfall/flood event(s)
- catastrophic failure of an asset
- internal property flooding
- groundwater causing standing water spanning the whole width of the carriageway and preventing safe passage.

6.2.3. Where despite effective maintenance operations, flooding of the highway occurs, with implications for safety or serviceability, relevant warning signs will be placed in position as quickly as possible, and users advised through local media. The cause of the flooding shall be determined and addressed as appropriate.

6.3. Routine Maintenance Works

6.3.1. We undertake gully and chamber cleansing on a targeted risk-based approach with cleansing frequencies of 6 months, 1 year and 2 years allocated. The frequency is applied to the street rather than individual asset to maximise productivity.

6.3.2. The frequency for intervention is decided upon using the following factors:

- road hierarchy
- silt level in pot
- s19 reports
- flooding reports
- asset location (tree lined street, bottom of a hill)
- highway officer local knowledge

6.3.3. Material arising from the cleansing of highway drainage assets has the potential to cause pollution. Therefore, all arisings will be disposed of correctly, in accordance with local and national requirements. We currently have our own facility in Sleaford, which manages cleansing arisings in a sustainable way and any arisings that are identified as unsuitable for inhouse disposal will be taken to an appropriate facility for treatment and/or processing.

6.3.4. Other drainage assets are maintained/cleansed on a reactive basis but a transition to planned maintenance for all drainage assets is underway.

6.4. Planned Maintenance Works

6.4.1. Planned maintenance is rectification of defects discovered through routine maintenance activities or defects reported as enquiries from Fix my Street for example, that do not warrant emergency or reactive actions.

6.4.2. Examples of planned maintenance are blocked gully laterals, seized flap valve, stuck/seized chamber covers or gully grates.

6.5. Programmed Minor Works

6.5.1. Programmed minor drainage schemes are smaller, non complex schemes with a typical value of less than £75,000. Examples of the type of scheme undertaken are existing pipe repairs, additional gullies and pipework and small scale end of service life replacement/renewal.

6.5.2. Programmed minor drainage schemes are undertaken over a two-year period year. The first year is to allow for the investigation of the problem and to design a solution, the second year allocated to construction. There will be instances where more urgent work is needed, beyond the scope of emergency/reactive works, and allowance is made in our programmes for such events.

6.6. Major Drainage Works

6.6.1. Major drainage works can be defined as schemes that entail the renewal of complete or significant parts of existing drainage systems or significant new installations. These can be standalone schemes or linked with other highway improvement works. In some circumstances a highway drainage scheme may form part of a partnership scheme with other Risk Management Authorities.

6.6.2. These schemes will usually involve installing or upgrading drainage systems to comply with current nationally recognised design guidance including allowances for future climate change and the control of discharges to help manage/reduce the risk of flooding.

- emergency/reactive works
- routine maintenance works
- planned maintenance works
- programmed minor works
- major drainage work

Volume 4 – Structures

1. Introduction

1.1. Context of Volume 4

1.1.1. Volume 4 of the HIAMP deals with the highway structures associated with the adopted road network which meets the following definitions and dimensional criteria of our Structures Assets

- a highway bridge - greater than 1.5m span/diameter supporting the highway spanning a maintainable watercourse (either EA/ IDB/ Riparian), Railway, road or cut in the topography. Both inlet and outlet of the bridge shall be on the route of the maintainable watercourse. There are instances where some bridges are owned and maintained by third parties (EA/ IDB/ Network Rail/ Private)
- a Highway Culvert - greater than 600mm span/ diameter supporting the highway spanning a maintainable watercourse (either EA/ IDB/ Riparian). Both inlet and outlet of the culvert shall be on the route of the maintainable watercourse. There are instances where some assets are owned and maintained by third parties (EA/ IDB/ Network Rail/ Private)
- a Highway subway is a structure for the purpose of pedestrian passage under the maintainable highway
- a highway Retaining wall, retaining height greater than 600m in height, upholding the highway. There are times where this can be relating to upholding earthworks for the purpose of building the highway.
- sign gantries
- footbridges (some are owned by our Public Rights of way team)
- tunnels (a road tunnel with an enclosed length of 150m or more through which a road passes) Barnack Road rail tunnel is a rail tunnel owned by Network Rail, but we carry out joint inspections for the section under Barnack Road

1.1.2. Part C of the Well-Managed Highways Infrastructure Code of Practice has slightly different dimensional boundaries (1.5 span for bridges and culverts – although DMRB is 0.9m, also retained height is 1.35m for retaining walls). In addition, the general principles apply to structures associated with all other highways that are used by the public. For example, segregated footpaths and cycleways, and the Public Right of Way network.

1.1.3. Highway Structures include Culverts, Bridges, Footbridges, Retaining Walls, Subways and Overhead Gantries. There are 4035 structures in Lincolnshire that are our responsibility including 1516 bridges (over 1.5m span), 2206 culverts, 14 Subways, 141 Highway footbridges and 148 recorded retaining walls. In addition, there are a further 1789 privately owned structures, carrying County roads. The main owners of these are Network

Rail, National Highways (Historic Railways Estate), the Environment Agency and various Internal Drainage Boards.

- 1.1.4. Some two thirds (66%) of the County’s bridges are situated on minor (C class or unclassified) roads, with 22% on Principal Roads (A class) and the remaining 12% on B roads. Approximately 60% of the bridge stock was built prior to 1922. A high proportion of the bridges and culverts in Lincolnshire consist of brick arches, many in excess of 100 years old.
- 1.1.5. The overarching principles and common themes of maintaining highway infrastructure are covered within [Volume 1](#). Asset specific guidance for highways, drainage and lighting are covered in [Volume 2](#), [Volume 3](#) and [Volume 5](#) respectively.
- 1.1.6. Highway structures represent a significant investment, with most being publicly owned and many being prominent features in the local environment. In Lincolnshire, as in the entirety of the UK, the management of highway structures is undertaken by a variety of owners or agencies.

2. Legal Framework

2.1. Statutory Obligations

- 2.1.1. General duties and powers are dealt with in [Volume 1](#) of this HIAMP. All relevant legislation on Highways Structures is mentioned in [Appendix E](#) of the Plan.

3. Asset Management Information

3.1. Introduction

- 3.1.1. Asset data management and its systems are prescribed within the [UKRLG Highway Infrastructure Asset Management Guidance \(HIAMG\)](#), Part B and Part C.
- 3.1.2. We operate with the asset management system Confirm, which among other assets, stores all Structures.

3.2. Principles and Considerations

- 3.2.1. The Confirm asset management system supports the following list of functions with regards to Structures assets:
 - collection, storage and retrieval of inventory data and condition data
 - works management and prioritisation
 - asset valuation – both gross replacement and depreciated replacement cost to support whole of government accounting requirements

- deterioration modelling and life cycle planning
- aid in management and storage, in electronic format, of drawings, photographs and reports

3.3. Management of Asset Information

- 3.3.1. Data entry for Inspections, mostly for General Inspections is combined with the identification of needs in order to produce a more time and cost-efficient approach. The highway structures stock is divided into groups and sub-groups: Bridges, Culverts, Retaining Walls, Safety Barriers and Fences, Signal Gantries, Structures, PROW and a drainage group. These groups have similar deterioration characteristics and maintenance.
- 3.3.2. The extent of the data we hold can be summarised by the following, by no means exhaustive list: Basic inventory data (the basic data and information on the stock of highway structures in terms of descriptive parameters), Condition data, Structural Assessment and Review data and a Health and Safety File.
- 3.3.3. General and Principal Inspections provide the majority of condition data. These are supplemented by Special Inspections, testing and monitoring, as appropriate, where the data sought is often focussed on a particular part of the structure or aspect of performance. More information on the various types of inspections can be found in [Section 5 of this Volume.](#)
- 3.3.4. Condition data from previous inspections is retained as the evolution of this data over time, which gives a clear indication of the rate of deterioration and residual service life. This data is used to estimate deterioration rates for different element and structure types which may be utilised to develop lifecycle plans.

4. Asset Condition and Investigatory Levels

4.1. Introduction

- 4.1.1. We are responsible for the construction, maintenance and repair of highway structures that we own. This section will focus on the design and construction element of our responsibilities.
- 4.1.2. All design specifics for small-scale structures have been defined in Section 12 of our Maintenance Design Manual (MDM).
- 4.1.3. All maintenance work should preferably be designed to current standards, although there may be situations where lesser standards are acceptable. For example, repair of part of an element, repair of accident damage. Each case should be considered on its merits.

- 4.1.4. The design life for adoptable highway structures is 120 years and technical design standards produced by the Department of Environment and Economy are intended to achieve this.
- 4.1.5. The Design Manual for Roads and Bridges (DMRB) and the Manual of Contract Documents for Highway Works (MCHW) are maintained by National Highways on behalf of all Overseeing Organisations (the national highway/roads authorities in England, Scotland, Wales and Northern Ireland).
- 4.1.6. The DMRB provides detailed guidance in the form of standards (BDs) and advice notes (BAs) for most aspects of highway structure design and assessment. The guidance includes criteria for structural loading, analysis, material properties, element design or assessment, in addition to geometrical requirements and best practice for design for durability. Our own MDM takes note of these standards and integrates them into our service standards.
- 4.1.7. All structural design and assessment are subject to a formal Technical Approval procedure.
- 4.1.8. Departures from DMRB standards are carefully recorded to enable an audit trail for certification by us through a standard departure form.
- 4.1.9. The Eurocodes are a series of European Standards developed by the European Committee for Standardisation, to provide a common approach for the design of buildings and other civil engineering works and construction products. The Eurocodes have replaced national codes that were previously published by national standard bodies and have become mandatory for European publicly funded works. As with other European standards, the Eurocodes will be used in public procurement.
- 4.1.10. Changes in demand in the future may alter how a structure should be managed. The prediction of future demand on highway structures should align with the network demands and are likely to include changes in vehicle weight, height and width, and traffic volume. Future demands can be predicted using available data, historical trends, and local factors.

4.2. Resilience Requirements

- 4.2.1. The principles of resilience for highway infrastructure shall be dealt with in the Resilient Network Plan, which outlines how we maintain a resilient network during adverse weather events and other emergency situations. This document, among other things, will outline contingency plans generated for structural failure caused by extreme weather events.
- 4.2.2. For the purposes of this plan, it is important to highlight that inspections, overall maintenance of structures and fixed design standards ensure a robust approach which minimises risk of structural failure. Failure is defined as the inability of a structure, or one of its primary load-carrying components, to perform its intended function of being safe for use and fit for purpose.

4.2.3. For more information on Inspections and maintenance, please go to [Section 5 of this volume](#).

4.3. Interaction with Other Owners and Third Parties

4.3.1. The Structures Manager shall work with other owners and third parties in order to maintain the safe operation of the public highway and to carry out maintenance work.

4.3.2. We may carry out the following activities on Third Party Structures:

- clearing vegetation for General Inspections
- clearing obstructions to prevent immediate flooding
- carrying out general inspections and reporting safety issues to owner
- carrying out accident damage procedures that includes:
 - operating a recoverable works system
 - signing and guarding
 - special inspections, excluding preparing cost estimates
 - reporting the inspection results and recommendations to the owner
 - invoicing the owner for costs that we incur

4.3.3. We are not responsible for any Trunk Road structure. Trunk Road structures are managed by National Highways or their agents. In the case of Network Rail structures, the General Inspection will specifically exclude inspection from land owned by Network Rail.

5. Inspection, Assessment and Recording

5.1. Introduction

5.1.1. The general principles to be applied to inspections, assessment and recording are outlined in [Volume 1](#) of this HIAMP. This section covers guidance for each category of inspection relating to structures.

5.1.2. Inspection, testing and monitoring shall be used to:

1. provide data on the current condition, performance and environment of a structure. The data enables the Structures Manager to assess if a highway structure is currently safe for use and fit for purpose, and provides sufficient data for actions to be planned where structures do not meet these requirements
2. inform analyses, assessments and processes. The outputs inform asset management planning and enable cost effective plans, which deliver the agreed levels of service
3. compile, verify and maintain inventory data

5.1.3. The Inspection Manual for Highway Structures (Volumes 1 and 2) was commissioned by National Highways and published in May 2007 and is utilised for our inspection regimes.

5.1.4. Structures Inspections can be divided up into three different inspection types: General Inspections, Principal Inspections and Special Inspections.

General Inspection

5.1.5. General Inspections comprise a visual inspection of all parts of the structure (that can be inspected without the need for special access or traffic management arrangements) and, where relevant to the behaviour or stability of the structure will include an inspection of the adjacent earthworks or waterways.

Principal Inspection

5.1.6. Principal Inspections comprise a close examination, within touching distance, of all accessible parts of a structure, including, where relevant, underwater parts and adjacent earthworks and waterways, utilising suitable access and/or traffic management works as necessary. Closed circuit television and high-resolution digital photography/video may be used for areas of difficult or dangerous access. For example, obscured parts of a structure, confined spaces and underwater inspections.

5.1.7. A Principal Inspection will establish:

- the scope and urgency of any remedial or other actions required before the next inspection
- the need for a special inspection and/or additional investigations
- the accuracy of the main information on the structure held in the inventory

5.1.8. Both Principal and General Inspections will be of sufficient scope and quality to determine:

- the condition of all parts of the structure
- the extent of any significant change or deterioration since the last inspection
- any information relevant to the stability of the structure and/or continued use in service and safety

Special Inspection

5.1.9. There are occasions when a more specific inspection, concentrating on the condition of particular parts of the structure, is required. This is known as a Special Inspection. The need for a Special Inspection normally arises due to specific circumstances or following certain events.

Acceptance Inspection

5.1.10. The need for an Acceptance Inspection should be considered when there is a changeover of responsibility for the operation, maintenance and safety of a structure from one party

to another. The Acceptance Inspection is normally carried out by the party taking over responsibility but who may be accompanied by the other party to facilitate agreement.

5.2. Inspection Regime

5.2.1. Summary of Inspection Cycles

Structure Type	Inspection Type	Classification	Cycle
Culverts	General	Brick or Reinforced Concrete	Two years
Culverts	General	Corrugated Steel or Concrete Pipes	Six years
Bridges and Miscellaneous	General	All	Two years
Bridges and Miscellaneous	Principal	Span greater than five metres	Six years
Bridges and Miscellaneous	Principal	Span less than five metres	Subject to risk assessment
Retaining Wall	General	Retained Height greater than three metres	Two years
Retaining Wall	General	Retained Height greater than 1.37m	Six years

Notes: -

- 1) Refer to [Appendix D](#) for Type of Structure definitions
- 2) Structures on the Public Rights of Way (PROW) network will be subject to an independent inspection and recording regime.

5.2.2. We carry out routine surveillance as part of our regular Highway Safety Inspections. We will inspect the surface over highway bridges, footbridges and through subways at regular intervals to identify any potential trips.

5.2.3. Structures inspections exclude all drainage that is defined as a pipe with a diameter or span less than 600mm.

5.2.4. We carry out General Inspections on Third Party structures as a duty of care to protect the safety of the general public and road users.

5.2.5. We carry out General Inspections of all structures that carry or support County Maintained Highway or Highway footpaths. General Inspections are also carried out on structures with spans five metres or greater carrying Public Right of Ways. Our Structures Team shall also

note significant potential trips on the walking surface of bridges, footbridges and subways. The steps and ramps leading to subways are an extension of the walking surface.

- 5.2.6. Retaining walls will receive General Inspections every six years, unless greater in height than three metres, in which case they will be inspected every two years. No Principal Inspections are carried out on retaining walls.
- 5.2.7. The frequency of General Inspections will be every two years. For Public Rights of Way footbridges over five metres span General Inspection interval is six years, and Public Rights of Way bridges between 5 and 10m span receive a Principal Inspection at six yearly intervals (instead of General Inspection).
- 5.2.8. Countryside Staff will have sole responsibility for carrying out inspections to structures with spans less than five metres carrying Public Rights of Way. The frequency of inspection of structures on Public Rights of Ways is every two years on sign posted paths and three years on every other path.
- 5.2.9. The Structures Team carry out all General Inspections and Principal Inspections of all County owned structures (that are eligible*) that carry or support County Maintained Highway and Highway footpaths.

*Structures with spans less than five metres will receive a risk assessment to determine the requirement for a Principal Inspection. In many cases a General Inspection every two years will be more than adequate.
- 5.2.10. The approach to risk-based inspection intervals taken within Lincolnshire is that, in most cases, General Inspections will occur every two years, and where the structure qualifies for a Principal Inspection, it will take place every six years. This approach presents a regularity of inspection interval and record keeping which reduces our risk.
- 5.2.11. There may be circumstances in which a Principal Inspection interval is reassessed depending on other information available to the Structures Team at the time (for example, available records from third parties such as NR or CRT).
- 5.2.12. According to [Well Managed Highway Infrastructure: A Code of Practice \(Oct 2016\)](#) culverts less than 1.5m span are no longer defined as structures. However, within Lincolnshire, the view is that this asset will continue to need to be managed. A risk-based decision has been taken to reduce the General Inspection interval for concrete pipes and corrugated steel pipes between 0.6m and 1.5m diameter to six yearly.
- 5.2.13. The Structures Team will carry out or organise **Special Inspections** that fall into three distinct categories:

Routine Diving Inspections

- 5.2.14. The Structures Team carry out risk assessments of structures susceptible to the effects of scour based on local knowledge of the form of bridge construction, soils, foundation type,

risk of flash flooding, tidal waters, etc. Diving inspections are categorised into two groups according to the risk and different frequency of inspections allocated. Only a limited number of structures known to be at risk or likely to be at risk are targeted. Diving inspections are carried out by commercial divers under contracts awarded by competitive tender.

5.2.15. The current policy is to carry out a small number of diving inspections every year, with structures inspected at intervals determined by perceived risk of scour. A small number of bridges are inspected annually, generating two-to-four-year cycles for inspection.

5.2.16. Our Structures Team utilises Sonar technology to inspect the Trent Bridge in Gainsborough annually, instead of Diving inspections, which reduces the risk taken by inspectors and increases the amount of data that can be picked up during an inspection. We continue to explore options to increase the utility of sonar technology within its inspection regime, keeping into account risk, suitability, safety, and the cost of such an enterprise.

Routine Monitoring

5.2.17. The Structures Team will carry out monitoring of structures where movement or scour may lead to failure of a structural element. In addition, those bridges which have failed a bridge assessment but have not been weight restricted are assigned a monitoring frequency of 3, 6 or 12 months, depending upon the degree of concern or risk.

Special Inspections not part of the routine inspection programme

5.2.18. The Structures team shall carry out special inspections:

- to investigate a specific problem as a follow up to a previous inspection
- if settlement or rotation is reported
- after flooding of abnormally high-water flows where a problem is anticipated
- after a major accident or incident
- in response to safety concerns by individuals or representative bodies

Acceptance Inspections

5.2.19. Acceptance Inspections on new, existing and concession structures include the following, as appropriate:

1. Handover of a new structure:

- an Acceptance Inspection should be undertaken for new structures about one month before the issue of the completion documentation or opening to traffic. A Principal Inspection is used for this purpose.

2. Transfer of an existing structure:

- an Acceptance Inspection should be undertaken prior to an authority taking over responsibility of an existing structure. A Principal Inspection should be carried out as

part of the Acceptance Inspection unless the results of a recent Principal Inspection are deemed to be relevant and sufficient.

- 5.2.20. The arrangements of an Acceptance inspection shall be integrated within the section 38 and 278 processes regarding adoption of roads and any potential improvement works to be undertaken on developments.

5.3. Safety and Service Inspection of Fences and Barriers

- 5.3.1. Steel and wire road restraint systems shall be inspected at intervals determined through risk assessment in respect of mounting height, surface protective treatment and structural condition, to ensure that they remain fit for purpose. Tensioning bolts of tensioned safety fences should be checked and reset to correct torque at intervals determined by risk assessment. Safety barriers adjacent to bridges shall be inspected as part of the highway asset, as well as part of General and Principal Inspections for structures.

- 5.3.2. Pedestrian safety fences, boundary fences and environmental barriers for which we are responsible, shall also be inspected in respect of integrity, and where appropriate stock proof qualities, during the course of service inspections of carriageways, footways and cycleways. These inspections are undertaken as part of our Local Highways Teams duties and more information on their inspection frequencies can be found in [Volume 2, Section 4 and 5](#) of this Plan.

- 5.3.3. Vehicle restraint systems are inspected in accordance with our strategy based upon the UKRLG/DfT October 2011 document – Provision of Road Restraint Systems for Local Authorities.

- 5.3.4. Safety barriers and fences adjacent to railway lines shall be inspected irrespective of liability.

5.4. Condition of Fences and Barriers

- 5.4.1. It is required that all safety fences be maintained to a sufficient sound structural condition to serve their purpose and not to be a danger to road users or pedestrians. All damaged sections of safety fence will be made safe (signing and guarding) within 24 hours unless the damage is superficial and there is no loss of integrity.

- 5.4.2. All high-risk situations are subject to a robust inspection regime with a commensurate high level of condition. Road restraint systems are maintained in a sufficiently sound structural condition to serve their function and not be dangerous to road users or pedestrians.

- 5.4.3. Pedestrian guard rails, boundary fences and environmental barriers will be inspected in respect of integrity during the course of a condition inspection. (The general condition of timber guard rails, not associated with a structure, will be checked each year in conjunction with condition inspections.)

5.4.4. All steel beam safety fences will be inspected at the intervals in the table below:

Type of safety fence	Inspection
Steel Beam Safety Fence	Inspection every five years for mounting height, surface protective treatment and structural condition.
Tensioned Safety Fence	Tensioning bolts should be checked and reset to correct torque every two years.

5.5. Competence and Training

- 5.5.1. A programme of Continuing Professional Development (CPD) and training for Structures Managers, Engineers, Inspectors and other staff shall be provided to enable them to understand and implement the processes described within the HIAMP.
- 5.5.2. New members of staff are encouraged to participate in the Bridge Inspector Certification Scheme, where they will be provided with specific training on all elements of structure inspections, including sampling and testing.
- 5.5.3. The Structures team further enables members of staff to complete further education up to degree level and participate in the company approved training scheme (approved by the Institution of Civil Engineers) up to Incorporated Engineer and where possible Chartered Engineer status.

5.6. Structural Reviews

- 5.6.1. The future management of highway structures should include a regime of ongoing structural reviews to ascertain their adequacy to support imposed loads. Such reviews should be undertaken when significant events occur that could increase the imposed loads above those previously assessed for and/or reduce the load bearing capacity of structures. A structural review should be undertaken, for example, when one or more of the following conditions or events occur:
- the structures are known or suspected to have load bearing capacities below those deemed to be appropriate for the class of highway supported
 - there is a significant change in the regulations governing the configurations and weight limits of vehicles which may use the relevant highway. The impact of such changes would generally have been assessed by the department for transport or National Highways and guidelines issued to authorities on the actions to be taken
 - the hierarchy of the road carried by the structure has changed or is proposed to be changed. The change may modify the density and type of traffic carried resulting in a change to the 'loading class' defined in cs 454 the assessment of highway bridges and structures
 - records of the original design or subsequent assessment do not exist or have become discredited

- the structure has been modified or is proposed to be modified
- the structure is on a route proposed for an abnormal load movement, either a special-order vehicle or an un-common Special Type General Order (STGO) vehicle, for which the structure has not been previously assessed
- significant deterioration or damage has been identified by an inspection. Conditions considered would include those found in structures such as arches which may be susceptible to changing condition factors.

5.6.2. Structural reviews are recommended to follow alternate Principal Inspections when these are done at the frequency included in the Inspection Manual for Highway Structures. We will undertake Structural Reviews every two Principal Inspections. Where appropriate, a structural review may result in the need for a full structural bridge assessment

6. Programming and priorities

6.1. Introduction

6.1.1. Programming and priorities are prescribed within the [UKRLG Highway Infrastructure Asset Management Guidance \(HIAMG\)](#), Part B. The general principles to be applied to programming and priorities are outlined in [Volume 1](#) of this Plan, with this section covering guidance relating to structures.

6.1.2. The maintenance planning and management process enables our Structures Manager to deliver our long-term goals and objectives by developing maintenance plans that align with and provide detail to the work volumes and phasing identified in the Asset Management Framework.

6.2. Classification of Works

6.2.1. Three classifications have been made to describe the current operational standard for Structures:

- routine maintenance
- reactive maintenance
- programmed major maintenance

6.3. Routine Maintenance

6.3.1. We have established an appropriate routine maintenance regime for highway structures. In doing so particular consideration is given to the following points:

6.3.2. Planned routine electrical, hydraulic and mechanical maintenance of moving bridges, carried out by specialist contractors. This is a significant commitment and undertaking for the Cross Keys Swing Bridge.

6.3.3. Planned routine electrical and mechanical maintenance of pumps used to drain subways, carried out by specialist contractors.

6.3.4. Minor maintenance is carried out by the Term Service contractor's two maintenance gangs for small Structures and safety fence items generated by bridge inspections and third-party reports.

6.4. Reactive Maintenance

6.4.1. We will reactively respond to any defects on our network, in accordance with our designated response times. Defects will usually be passed on to the Structures team in two ways: through inspections undertaken by Structures or Highways Inspectors or noticed by members of the public. For Structures, all defects will be inspected by a delegated Inspector and subsequently put on a planned programme regime and dealt with as soon as is reasonably practicable.

6.4.2. Removal of graffiti – Where graffiti on a highway structure is offensive or obscene, we will remove it as soon as practicable. Non-offensive graffiti may be removed during other planned maintenance works.

6.4.3. We are suitably prepared for urgent safety and stability concerns and emergencies and deal with them effectively when they occur. An emergency response procedure has been developed for this purpose and documented through the Network Resilience Team, and an associated emergency budget determined.

6.4.4. We will further have a reactive response to our road restraint systems in terms of safety barriers. If the damage is safety critical, we will aim to make safe as soon as possible and repair within seven days if reasonably practicable.

7. Programmed Major Maintenance

7.1. The Planning Process

7.1.1. The overarching elements for the Structures team to consider their planning process are the structure's ability to be safe to use and fit for purpose for its user.

7.1.2. They therefore consider the public safety, its location on the road network and the ease of access for the user. Its principal concern is the effect any issue may have on the local population and Lincolnshire's economy.

7.1.3. Relevant condition and performance inputs to the maintenance planning and management process include:

- inspection, testing and monitoring
- assessment of structures through structural reviews

- incidents, emergencies and reports from the police or public

- 7.1.4. The asset inventory, condition and performance data are used to determine the current performance of the highway structures in a way that supports the identification of needs. These needs can be identified through up-to-date Condition and Performance Data, Lifecycle planning and regular maintenance intervals.
- 7.1.5. The Structures Manager should periodically review the condition and performance data to identify maintenance needs. It is recommended that General Inspection pro forma are reviewed and signed off no longer than two months after the inspection.

7.2. Lifecycle Plans

- 7.2.1. Lifecycle plans shall be used to identify needs on specific structures and elements. The cyclic or intervention rules established in the lifecycle plans are compared against the current condition and performance of a structure or element and the specific characteristics of the structure are assessed to determine if the lifecycle plan activity is appropriate.
- 7.2.2. Lifecycle plans are developed using whole life costing in order to establish the most cost-effective approach alongside asset performance and network safety. For more information on Lifecycle Planning, please refer to the Structures section in the [Highways Infrastructure Asset Management Strategy](#).

7.3. Works Programme

- 7.3.1. The structures workbank (works programme for Structures) is a database of all work that is currently outstanding on the network, including estimated costs for doing the work. It is recognised that certain work types by their very nature, re-active maintenance for example, cannot be planned in detail in advance but the workbank should still include a volume of work for these, albeit on unknown structures, based on past experience and engineering judgement.
- 7.3.2. The Forward Work Plan is a detailed one-year programme of work. This provides details of the schemes to be carried out in the one-year period and their approximate annual phasing. The Annual and Forward Work Plan are regularly monitored and reviewed to assess work delivery and changing priorities.
- 7.3.3. The Structures team further has a five-year rolling indicative programme of work, which outlines all identified planned works over the upcoming five years, subject to analysis and approval. This list may alter but provides a solid foundation to instigate a risk-based approach towards all upcoming programmed maintenance.
- 7.3.4. Feedback from inspections and maintenance work is utilised to improve the accuracy and development of lifecycle plans and maintenance strategies. Out-turn costs should be used to improve work bank cost estimates, whole life costing and asset management planning.

7.3.5. The workbank includes a full list of all maintenance required on the structures stock. The workbank provides the following information for each item of work:

- name and number or reference of the structure
- element where work is required
- defect, including severity and extent (if appropriate)
- required work
- work type
- recommendation for when the work should be undertaken, for example, which year
- estimated cost

7.4. Value Management

7.4.1. We prioritise the identified needs compiled in the structures workbank.

7.4.2. Value Management is the evidence provided by the Structures Team, by highlighting the reasoning behind the prioritisation of schemes within its workbank on a risk-based approach. It enables engineers readily to compare and identify a priority score for all schemes taking into account budgetary and conditional considerations, whilst ensuring network safety and structural solidity. Further socio-economic and environmental factors are also taken into consideration. The indicative works programme is reviewed annually to generate a one year Forward Work Plan.

7.4.3. Factors considered in scheme selection include:

- position on the carriageway, footway, cycleway or prowl hierarchy
- public safety implications
- financial implications of the work
- implications of not acting, or delaying action
- type of asset, for example, bridge, tunnel, retaining wall, earth structure
- obstacle crossed, bridge span, retained earth height
- critical asset, historic structure, permanent weight, height, width or swept path restriction
- construction material, for example, concrete or steel bridge, arch, slab or beam or girder bridge, concrete or stone walls
- local factors

7.5. Value Engineering

7.5.1. Value Engineering is the process of developing an optimal solution to a maintenance need and reducing waste and inefficient aspects of design, construction and maintenance.

Value Engineering takes the prioritised needs from the Value Management exercise and creates cost effective schemes that can be planned, scheduled and implemented.

- 7.5.2. The two key components of Value Engineering are option appraisal and scheme development. Important criteria that feed into these components include maintenance options and standards, Whole Life Costing and synergies with other schemes.
- 7.5.3. Option appraisal is necessary to identify the appropriate maintenance solution when there is more than one practical alternative for addressing the maintenance need. Scheme development is the effective combination of individual work items into schemes, in which each item makes best use of available funding and resources.
- 7.5.4. The full Value Engineering process is only appropriate for major schemes, but a simplified process should be used to deal with moderate and minor works, where minor works should be grouped into those of a similar type to streamline the process.
- 7.5.5. We employ multiple methods of Value Engineering, both on a day-to-day basis and for individual schemes. Mostly, throughout the process of the procurement exercises for large schemes, the Contractor will put forward its optimal method which we will review and adjust if required.
- 7.5.6. We further undertake multiple feasibility studies throughout our processes for Structures schemes. Scheme specific risk reduction meetings are also required to be undertaken to ensure minimal risk and optimal Value for Money for planned major works.
- 7.5.7. The developed schemes are included within the Forward Work Plan.

Volume 5 – Street Lighting

1. Introduction

1.1. Context of Volume 5

1.1.1. Volume 5 of the HIAMP deals with specific issues and themes regarding Street Lighting within Lincolnshire, in line with Part D of the [Well Managed Highway Infrastructure: A Code of Practice \(Oct 2016\)](#).

1.1.2. We, as a highway authority, are empowered to light the highways but we do not have a duty to provide lighting for roads. Other local councils, such as City, District and Parish, can adopt powers to provide street lighting.

1.1.3. Street Lighting cover a number of different asset types, these can include:

- lighting columns
- lighting units attached to walls or wooden poles
- heritage columns
- illuminated bollards
- illuminated traffic signs
- columns and foundations
- brackets
- luminaires
- control equipment, cables
- control gear, switching, internal wiring cabling (within ownership)

1.2. Street Lighting Policy

1.2.1. Our street lighting management and maintenance is supported by a member approved Street Lighting Policy. The policy sets out the Authorities' powers in relation to street lighting and discusses:

- street lighting on existing roads
- street lighting to improve road safety and as an aid to combat crime
- street lighting for new and development roads
- street lighting operation, maintenance and inspection
- shared service provision

1.2.2. Annexes to the policy also cover the criteria and requirements involved with:

- Exemptions for part-night lighting, and the protocol for the reversal of part-night lighting
- street lighting design guide, and street lighting switch off removals
- attachments to street lighting assets
- street lighting on new developments

2. Legal Framework

2.1. Statutory Obligations

2.1.1. All general duties, powers and legislation specifically related to Street Lighting are dealt with in [Volume 1](#) and [Appendix E](#) of this HIAMP.

3. Asset Management Information

3.1. Introduction

3.1.1. Asset data management and it's systems are prescribed within the [UKRLG Highway Infrastructure Asset Management Guidance \(HIAMG\)](#), Part B and Part C

3.1.2. We operate with the Asset Management System Confirm, which among other assets stores all Street Lighting, Illuminated Signs and Illuminated Bollards.

4. Asset Condition

4.1. Introduction

4.1.1. Street Lighting installations shall be the minimum standard for each class of road and designed in accordance with the recommendations contained in BS:5489 -1:2013 and BS EN 13201-2:2013.

4.1.2. In the interest of economy during the whole life of a street lighting installation designers shall be permitted to manage reasonable relaxations or departures from the recommendations contained in BS 5489 2013

4.1.3. Street lighting associated electrical installations shall comply with: BS 7671 18th edition 2018: The Requirements for Electrical Installations.

4.1.4. LED lamps of colour temperature 3000K or below shall be the preferred light source throughout the county.

5. Inspections

5.1. Introduction

5.1.1. The regime of street lighting inspection is in accordance with the budget priorities. This forms part of an asset management strategy intended to control cost, stay within the law and apply common sense. They comprise:

- immediate attention to any damage or defects which could result in exposed electrical conductors, unsafe lighting column structures or components hanging loose of by its wires that is liable to fall to the ground
- night-time patrols to identify unlit lamps
- repair of faulty lights
- routine maintenance inspections and electrical tests

5.2. Inspection Frequencies

5.2.1. The table below shows our inspection frequencies for Street Lighting.

Inspection type	Frequency
Night-Time Patrols – all night lighting	Every eight weeks
Night-Time Patrols – part night lighting	Every eight weeks October to March only
Lantern (internal and external)	Lantern cleaning is coincidental with routine maintenance inspections
Routine Maintenance	The routine maintenance frequency is six years. A general condition inspection of the whole unit is carried out at the same time and the lamp is changed if appropriate
Electrical and Structural Testing	Upon commissioning, Street Lighting units are electrically tested in accordance with BS7671 and periodically tested at routine maintenance intervals. New street lighting cable networks will have their electrical earth loop impedance tested at each exit point. Structural defects are noted at the time of routine maintenance. A separate non-destructive structural testing programme is being undertaken

5.2.2. As far as reasonably practicable there is a need to maintain streetlights and illuminated signs to ensure that they are electrically safe, structurally sound, random lamp failures are minimised and to maintain the lumen output of the lamps.

Lamp Type	Description	Expected Burning Hours	Bulk Change Interval
Low Pressure Sodium	SOX+, SOX PSG, SOX HF, SOXE 35w and 55w	16,000	N/A
LED	Light Emitting Diode	80,000	80,000
High Pressure Sodium	SONT, SONE, SONI, SONC, PIA	16,000	25,000
Low Pressure Mercury	MCF/E	12,000	25,000
Compact Fluorescent	PLT PLL PLS	12,000	25,000
Subway Installations	LED	60,000	60,000
Cosmopolis	COP	16,000	25,000

5.2.3. Night Patrol inspections operate on a Summer and Winter route basis. Due to their midnight switch off, there is insufficient time for effective night patrol of part-night operating lights during the summer months due to the length of daylight hours. Only those lights that operate on an all-night basis are patrolled during the April to October summer period. The whole network of both part and all-night lights is patrolled during the winter period between October and April when daylight hours are much shorter.

5.3. Column Structural Testing

5.3.1. Inspection and testing activity to assess Column Structural Condition is carried out alongside but separate to the regular routine maintenance activity. An Eddy current testing method is used to measure material thickness at the root, base, swage and shaft sections of the lighting column structure and assess any material thickness depletion. A Red / Amber / Green condition methodology is applied to test results, with a green result indicating a re-test within 6 years, and amber result indicating a retest within 3 years, and red result requiring intervention without re-test.

5.3.2. Steel, stainless steel and aluminium street lighting columns over 15 years of age are included for structural testing, which is carried out using the same area and route process used for the regular routine maintenance activity and will continue throughout the term of this HIAMP.

- 5.3.3. The Eddy current method cannot be used to structurally test lights mounted on brackets attached to wooden poles, bridges and other buildings and structures, or test lighting columns made from concrete or heritage cast iron. For these, visual inspection already included with the routine maintenance activity is the preferred method of identifying the Red / Amber / Green condition assessment.
- 5.3.4. Test identification and results are made available through the testing company’s website and are uploaded to Confirm on a batch basis. The Red / Amber / Green condition methodology is available on a Confirm mapping layer as a visual aid to identify areas of poor column condition.
- 5.3.5. When a defect is discovered during testing and inspection, the level of risk depending on the nature and severity is assessed on site. Where a defect is found to be excessive or assessed and notified as dangerous, intervention to ‘make safe’ the lighting column will be escalated through the 5 day works process but with a manually generated immediate works Streetworks notice.
- 5.3.6. Intervention to address any lighting columns not found to be dangerous but with a Red or Amber scoring assessment will be prioritised as appropriate either through the reactive maintenance 3 month works process, or through the annual Capital replacement works programme. Where new lighting columns are installed as part of the intervention, the Confirm condition parameters will be adjusted to update the condition assessment and the details shared with the testing company.

5.4. Defects

5.4.1. The table below shows our defect responses for Street Lighting.

Emergency Defects – Two Hours
<p>These defects are defined as electrical, structural or lighting defects that present an immediate danger to the highway user.</p> <ul style="list-style-type: none"> • accident damage or vandalism where live cables or voltage may be exposed or cause a column to become live • doors open or missing from street lighting columns, illuminated signs or feeder pillars • lighting point structural defect caused by, RTA, vandalism or bad weather conditions • column or illuminated signpost collapse or in imminent danger of collapse • illuminated traffic bollard down or missing • lanterns on street lighting columns or illuminated signs hanging by the supply cable • lantern Bowl hanging

Emergency Defects – Two Hours

The initial intent of an emergency response is to make safe, wherever possible the defect will be repaired at this time but will likely be de-escalated following intervention for further planned works.

Defects requiring repair or report within 22 hours of the contractor's receipt of an instruction

Defects which are less serious than an emergency and in the case of lighting faults it would be unreasonable to expect the job to be serviced during the hours of darkness.

- both lights on a set of Belisha Beacons inoperative.
- a bowl missing from a Belisha Beacon.
- all lighting out on normally lit street of three or more.
- five or more consecutive lights out on a road.
- both flashing lights on a single post of a school patrol inoperative.
- both lens of school flashers broken
- where a STOP, GIVE WAY or NO ENTRY regulatory sign is missing or facing in the wrong direction.

Operatives will attempt to repair the defect but if unable to do so (due to other specialist equipment or parts) will record and report to us with the intent of a future repair as soon as practicable.

Defects requiring non routine repairs – 5 day response

Defects discovered during column testing and inspection, where the inherent level of risk depending on the nature and severity of the defect is assessed on site to be excessive or assessed and notified separately as dangerous.

An excessive or dangerous defect may affect any combination of the root, base, swage, shaft or bracket sections of a column, and consist of such things as:

- Excessive corrosion or perforation
- Accident damage or vandalism
- Poor or deteriorated backing board
- Poor or deteriorated electrical component condition
- Unsecure bracket or lantern fixing

Make safe of the lighting column will require a manually generated job and immediate works Streetworks notice. The 5 day response allows where possible for a replacement column and lantern to be installed as part of the immediate works notice. Reconnection of

Defects requiring non routine repairs – 5 day response

the electricity supply and any permanent re-instatement will be arranged separately as planned works.

Other defects identified by night patrol from nighttime inspection routes which are not classed as an emergency, dangerous or urgent are dealt with in between routine maintenance inspection and column testing visits.

Defects identified by night patrol from night time inspection include:

- lamp out
- light dim or red
- light flickering

Jobs for repairs are automatically generated from night patrol defects and issued and scheduled during the next working day. The area approach of the repairs from night patrol forms the basis of the non-routine maintenance repairs schedule, and each area is visited at least once every eight weeks.

Defects requiring non routine repairs –10-day response

Other repairs identified by members of public enquiries either through the CSC, online, or via apps such as FixMyStreet are issued on a daily basis and include:

- lamp out
- light dim or red
- light flickering

These are scheduled in conjunction with the 5 day repairs identified by night patrol, and the longer 10 day response time allows them to be attended on an 'ad-hoc' basis by maintenance operatives as they travel to and from other fault repair work.

Defects requiring non routine repairs – one month response

Defects that are classed as a lower priority, require specific materials with a longer lead-time, or are a follow-up to an initial visit where further fault repair has been identified. Addressing these defects with a one-month priority allows time for specific materials with a longer lead-time to be procured, and the work to be scheduled effectively with a high level of flexibility.

Repairs identified by night patrol or by members of the public either through the CSC, online or via apps such as FixMyStreet classed as lower priority would include:

- general enquiry

Defects requiring non routine repairs – one month response

- day-burner
- re-align lantern / light unit
- re-align sign plate
- paint back of bowl / fit shield
- remove graffiti (non-offensive)

Repairs identified as requiring specific materials with a longer lead time or are a follow-up to an initial visit where further fault repair has been identified would include:

- out of hours access required
- replace lantern / light unit
- replace sign plate
- replace base compartment door
- new bollard bodyshell
- new number label

- 5.4.2. Electricity supply faults are reported to and restored by the electricity company. The service level is for the supply to be restored within 25 working days from the date the fault is notified to the Electricity Company. In practice, some electricity supply faults may take longer than 25 'calendar' working days to restore where site conditions or other restrictions prevent the Electricity Company accessing the site. In these circumstances, the count of the 25-working day service level 'stops' and resumes again once access to the site is available.
- 5.4.3. Overgrowth of adjacent foliage poses a major risk to the proper operation and visibility of street lighting and traffic signs as well as a safety issue for operatives accessing the equipment.
- 5.4.4. Where an urgent situation develops, for example a fallen tree, this is escalated to the local area Highways team to be dealt with by their emergency response team.
- 5.4.5. Other obstructions involving overgrown foliage are recorded either as a defect during routine night patrols, as an enquiry from our officers or members of the public, or as a follow up reported by operatives attending repair works. Operatives are equipped to carry out light pruning where necessary around lighting lanterns, traffic sign faces and base compartment access doors whilst on site, but they are limited in the amount of foliage they can remove.
- 5.4.6. Where light pruning is not sufficient, the overgrowth is first inspected and then an investigation establishes whether the foliage is from planting within Highway or from private land. If it is found to be from planting within Highway the report is brought to the

attention of the local highways officer to be dealt with by the area maintenance teams. Where it is found to be from private land, a standard letter format is prepared and sent to the owner advising them of their legal obligation under section 154 of the Highways Act to remove the overgrowth. After due legal process has been followed and as a last resort, as a Highway Authority the foliage can be removed, and the costs involved recovered from the owner through the courts.

5.5. Cleaning Cycles

5.5.1. Cleaning and inspection of street lighting units coincide with the six-year routine maintenance intervals.

Design equipment category	Cleaning intervals (months)
Street lighting units	72
Traffic sign lighting units	72
Illuminated traffic bollards	12

5.6. Illuminated Traffic Signs and Internally Lit Traffic Bollards

5.6.1. The primary objective is to keep illuminated traffic signs legible, visible and effective. The maintenance regime for illuminated signs and illuminated bollard shells is indicated in the Table below:

Maintenance type	Maintenance interval
Night scouting for illumination	In conjunction with street lighting inspections
Routine maintenance	Interval is six years in conjunction with Street Lighting inspections. 24 hour burning lamps within illuminated bollards are changed every year except for LED lights which burn to extinction.
Inspections, cleaning and electrical testing of illuminated signs and bollards	Takes place during routine maintenance operations.
External cleaning of illuminated bollards	Takes place during routine maintenance operations and annually. Additional cleaning may be dictated by condition.
Replacement and repair of damaged signs and bollards	Respond according to the degree of danger in accordance with 5.3 above.

Appendix A – Asset Condition Requirements

The following tables set out the nature of contributions made by each element of the network towards safety, serviceability and sustainability.

Condition	Network Safety	Network Serviceability	Network Sustainability
Overall Condition Requirements	<p>complying with statutory obligations</p> <p>meeting users' needs for safety.</p>	<p>ensuring availability</p> <p>achieving integrity</p> <p>maintaining reliability</p> <p>resilience</p> <p>managing condition</p>	<p>minimising cost over time</p> <p>maximising value to the community</p> <p>maximising environmental contribution</p>
Condition of Carriageways	<p>nature, extent and location of surface defects</p> <p>nature and extent of edge defects</p> <p>nature and extent of surface skidding resistance</p>	<p>nature and extent of surface defects</p> <p>ride quality of the surface</p> <p>resilience of the network</p>	<p>surface noise attenuation characteristics</p> <p>nature and extent of surface defects</p> <p>nature and extent of carriageway deflection</p> <p>usage and verge creep</p>
Condition of Footways	<p>nature, extent and location of surface defects</p> <p>nature and extent of kerb and edging defects</p>	<p>nature and extent of surface defects</p> <p>extent of encroachment and weed growth</p> <p>the level of friction provided by the surface</p> <p>the quality of the surface</p> <p>integrity of the network</p>	<p>convenience and ease of use</p> <p>nature extent and location of surface defects</p> <p>extent of damage by over-running and parking</p> <p>rural footways being lost to grass ingress</p>

Condition	Network Safety	Network Serviceability	Network Sustainability
Condition of Cycleways	<p>nature, extent and location of surface defects</p> <p>nature and extent of kerb and edging defects</p>	<p>nature and extent of surface defects</p> <p>extent of encroachment and weed growth</p> <p>the level of friction provided by the surface particularly with regard to ironwork</p> <p>the quality of the surface</p> <p>integrity of the network</p>	<p>convenience and integrity of the network</p> <p>nature extent and location of surface defects</p> <p>extent of damage by over-running and parking</p> <p>cycleways being lost to grass ingress or verge creep due to usage</p>
Condition of Highways Drainage System	<p>accumulation of water on carriageways, footways and cycleways</p>	<p>accumulation of water on carriageways, footways and cycleways</p>	<p>polluted effluent from clearing of highway drainage should not be directed into watercourses</p> <p>authorities have a duty to prevent nuisance and danger to adjoining landowners by flooding and should also work with others in the wider community to minimise the future risk of flooding</p> <p>inadequate drainage of the highway structure will reduce effective life and increase maintenance liability</p> <p>integrity of systems, root ingress, blockage / collapse, exceedance</p>
Condition of Embankments and Cuttings	<p>risk of loose material falling to injure users or damage facility</p>	<p>risk of damage or service interruption</p>	<p>damage or loss of habitat</p> <p>interruption or pollution of watercourse</p> <p>extent of damage and reduced life</p> <p>integrity of structure</p>
Condition of Landscape Areas and Trees	<p>obstruction to user visibility and legibility of traffic signs</p>	<p>potential for service interruption</p>	<p>landscape conservation</p> <p>mitigation of climate change effects</p>

Condition	Network Safety	Network Serviceability	Network Sustainability
	<p>fallen trees or overgrown vegetation that physically obstructs part of the highway</p> <p>falling branches from trees</p> <p>leaf fall from trees causing slippery surface</p> <p>root growth affecting surface regularity</p>	<p>quality of user experience</p>	<p>support for habitat and biodiversity</p> <p>problems of root growth for surface, structure and highway drainage</p> <p>maintaining healthy trees, root severance, ivy clearance</p>
Condition of Fences and Barriers	<p>integrity and location of safety fencing for vehicles, pedestrians and all road users</p>	<p>risk of livestock disrupting traffic</p>	<p>appearance and condition of fencing</p>
Condition of Traffic Signs and Bollards	<p>identification of risk to users</p> <p>separation of potential traffic conflicts</p>	<p>contributes to ease of use</p> <p>contributes to network integrity</p>	<p>support of sustainable transport mode</p> <p>contribution to local economy</p> <p>heavy traffic routing can optimise maintenance</p>
Condition of Road Markings and Studs	<p>route delineation, particularly in darkness and poor weather</p> <p>potential for damage and injury if loose</p>	<p>ease of use, particularly in darkness and bad weather</p> <p>edge delineation to reduce edge damage</p>	<p>support of sustainable transport modes</p> <p>movement of wheel tracking to reduce localised damage</p>
Regulatory Functions	<p>risk to users and adjoining property</p>	<p>minimising and signing of obstruction</p>	<p>inconvenience to disabled people</p> <p>structural damage from parked heavy vehicles</p>

Appendix B – Response Times

The following is a list of response times relating to Highway maintenance activities, which includes but is not limited to items covered in safety inspections. This table forms our risk assessment for intervention levels and response times but in all cases is subject to on-site professional judgement. In all cases these are maximum response times. Any reference to days is calendar days unless otherwise stated.

Escalation Process

These timescales commence at the point in time that we have knowledge of the defect. The highways officer then undertakes a risk assessment and as a consequence categorises the defect. The highways officer has the opportunity to escalate a defect to a two hour make safe. The highways officer further has the opportunity to escalate or de-escalate a defect through a risk-assessment and will be required to evidence the reasoning behind the changes made. Timescales are designed to enable highway defects to be, wherever practicable, actioned by a permanent repair.

The table outlining the timescales will at all points be referring to calendar days, not working days

Carriageways

Categories (mm = depth or height)	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Ironwork collapsed / missing / broken	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Ironwork raised / sunken greater than 25mm adjacent a hierarchy 1 and 2 footways	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme
Ironwork raised / sunken greater than 40mm	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme
Ironwork raised / sunken less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Pothole greater than 25mm adjacent a hierarchy 1 or 2 footway	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme

Categories (mm = depth or height)	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Pothole greater than 40mm	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme
Pothole less than or equal to 40mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Other abrupt level difference greater than 40mm	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme
Edge damage greater than 40mm fully breaking both sides of edge white line	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme
Edge damage greater than 40mm encroaching more than 100mm into metalled surface (no white line)	24 hours	24 hours	7 days	7 days	28 days	28 days	90 days	Potential Planned Programme	Potential Planned Programme

Categories (mm = depth or height)	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Edge damage less than or equal to 40mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Missing/Defective road studs	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Severe loss of chippings on carriageway surface	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Surface issues (non-winter maintenance)	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

Footways

Categories	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4 – Slabbed / Modular	Hierarchy 4
Ironwork Collapsed/missing/broken	24 hours	24 hours	24 hours	24 hours	24 hours
Pothole greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Ironwork raised/sunken greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Trip hazard / other abrupt level difference greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Loose/Rocking/missing kerb stone	24 hours	7 days	7 days	7 days	28 days
Pothole Less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Trip less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Ironwork raised/sunken less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

Obstruction

Categories	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Fuel spillage or hazardous material on the highway	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Fallen tree/dangerous branch on the highway	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	7 days
Road Traffic Collision	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Visibility splays	7 days	7 days	7 days	7 days	28 days	90 days	90 days	90 days	Potential Planned Programme
Overgrown trees/hedges	28 days	28 days	28 days	28 days	28 days	90 days	90 days	90 days	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

Drainage

Categories	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Standing Water: over half carriageway	24 hours	24 hours	24 hours	24 hours	24 hours	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Standing Water: under half carriageway	7 days	7 days	7 days	7 days	28 days	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

Signs and Lines

Categories	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Missing or damaged non illuminated Stop, One Way, No Entry, Give Way or other sign type that provides an enforced message or reflects a TRO	7 days	7 days	7 days	7 days	28 days*	90 days*	90 days*	90 days*	Potential Planned Programme
Missing or damaged non illuminated other sign	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Damaged or missing non-illuminated street furniture (our asset)	7 days	7 days	7 days	7 days	28 days	90 days	90 days	90 days	Potential Planned Programme
Give Way / stop line deteriorating	7 days	7 days	7 days	7 days	28 days*	90 days*	90 days*	90 days*	Potential Planned Programme

Categories	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Markings deteriorating	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Offensive graffiti or vandalism to street furniture (our asset)	90 days	90 days	90 days	90 days	90 days	90 days	90 days	Potential Planned Programme	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

* Unless the minor road is part of a priority junction with a Principal Road – where seven days will apply.

Verges

Categories	Major Road Network	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4	Hierarchy 5	Hierarchy 6	Hierarchy 7	Hierarchy 8
Collapsed verge	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	Potential Planned Programme	Potential Planned Programme

Note - Highways officers' decision to instigate the make safe process = two-hour response for all response times. Officers will be given the opportunity to escalate or de-escalate a defect dependant on a risk-assessment (see above).

Appendix C – Future Maintenance Factors

This Table provides factors to consider by designers during the design process, to ensure that adequate consideration is given to future maintenance requirements of schemes. The list is not exhaustive but includes a number of key issues that may need to be addressed.

Scope and Scale

Issue	Check	Action
Intended life of scheme	Is the scheme long life or 'temporary' and likely to be affected by future redevelopment?	Choose materials and products relevant to the life of scheme.
Nature of scheme	Is the scheme a 'unique' prestige project or a 'routine' standard one?	Choose materials and products relevant to the type of scheme.
Scope of scheme	Has the scheme been 'value-managed' to consider all possible marginal benefits?	All 'significant' schemes should be value managed.
Use of scheme	Is the scheme likely to be subjected to particularly 'heavy duty' traffic use with high rates of wear?	Select design and materials to mitigate these affects so far as possible.
Cost of scheme	Have the costs of future maintenance been calculated and included in future budgets?	Identify any extraordinary maintenance costs and report these alongside construction costs.

Design Aspects

Issue	Check	Action
Pedestrians and cyclists	Do footways and cycleways fit the actual paths used?	Redesign to reflect actual paths to avoid erosion and later replacement.

Issue	Check	Action
Heavy goods vehicles	Is footway paving likely to be over-riden by HGV or other parked vehicles?	Where necessary use heavy duty paving or prevent over-riding to avoid frequent costly replacement.
Grassed and planted areas	Are grassed and planted areas of a size and position to be effectively maintained?	Redesign or remove where necessary to avoid future poor appearance and later resign.
Trees	Have trees been selected and positioned to avoid future problems with roots, obstruction or leaf fall?	Reselect or reposition where necessary to avoid potentially expensive future problems.
Traffic signs	Are traffic signs required to be illuminated or can they be reflectorised?	Maximise use of reflective signs to reduce energy costs.

Maintenance Operations

Issue	Check	Action
Maintenance regime	Does the scheme require specialist maintenance regime?	Identify cost of specialist regime and, where appropriate, consider cheaper alternatives.
Cleansing	Does the scheme require specialist cleansing regime?	Identify cost of specialist regime and, where appropriate, consider cheaper alternatives.
Traffic management	Will maintenance require special traffic management?	Identify traffic management costs and minimise wherever possible, possible through co-ordination with other works.
Maintenance access	Is there safe and convenient access for plant and personnel?	Redesign scheme to provide safe and convenient access.

Materials and products

Maintenance Operations	Maintenance Operations	Maintenance Operations
Specialist materials	Are the materials used for the scheme of standard or specialist nature?	If specialist materials used ensure availability of future replacements.
Durability of materials	Does the durability of the materials provide substandard, oblique, sufficient or excessive life?	Select materials relevant to the intended life and nature of the scheme.
Failure mechanism	How will material or product approach the failure condition – slowly or quickly?	Programme safety and service inspections on basis of risk assessment.
Life extension	Are there any processes which could be used to extend useful service life at economic cost?	Investigate cost benefit of using life extension products.
Replacement practicability	Are there likely to be any difficulties in replacing failed sections?	Undertake risk assessment and plan for the likely difficulties.
Replacement cost	Is the cost of replacement likely to be disproportionately high?	Consider alternative materials or products.

Reuse and Recycling

Materials and products	Materials and products	Materials and products
Practicability of reuse	If the scheme is a short life scheme what is the scope reusing materials and products?	Choose re-useable materials and products wherever possible.
Practicability of recycling	What is the scope for recycling materials and products?	Where re-useable materials and products are not appropriate, use recyclable wherever possible.

Appendix D – Glossary

For the purposes of the HIAMP, publicly understood definitions are used for the major parts of the highway. There are also various differences in definitions across the various legal systems in the UK that would be inappropriate to repeat at length. In such cases the English term is used. The table below highlight the main relevant definitions.

Term	Definition
Highway	Road or Street
Carriageway	Facilities used by motorised vehicles
Footway	Part of a highway over which the public have a right of way on foot only, for example, segregated surfaced paths used by pedestrians. Commonly understood as the term pavement
Pavement	Footway
Remote Footway	A footway which is not immediately adjoining a carriageway
Housing Footway	Footways that predominantly serve housing areas which may be unadopted as public highways but have established public rights of access and may be maintained separately by the housing authority
Footpath	Known as majority of Public Rights of Way (PROW)
Cycleway	Facilities used by cyclists. These include cycle lanes on carriageways, cycle tracks adjacent to or away from carriageways, on carriageway provision with cycle symbols and shared use facilities
Running Surface (Industry term)	All hardened surfaces within the highway, including carriageways, footways and cycleways

Term	Definition
Pavement (Industry term)	Construction of running surfaces, particularly carriageways
Safety Inspections	Designed to identify all defects likely to create danger or serious inconvenience to users of the network or the wider community. The risk of danger is assessed on site and the defect identified with an appropriate priority response. We combine our Safety and Service inspections into one overlapping inspection regime.
Service Inspections	Contains detailed inspections tailored to the requirements of particular highway assets and elements to ensure that they meet requirements for serviceability. These inspections also include inspections for network integrity intended to maintain network availability and reliability.
Condition Surveys	Recommended to identify deficiencies which, if untreated, are likely to adversely affect long term performance, serviceability and safety. Survey data is processed through a bespoke Lincolnshire decision support system which can provide evidence of future life expectancy and for when intervention may be appropriate.
Bridge	A structure with a span equal to or greater than 1.5m spanning and providing passage over an obstacle, for example a watercourse, railway, road, or valley. This category also covers subways, footbridges and underpasses
Cantilever Road Sign	A structure with a single support that projects over the highway in order to carry a traffic sign
Cellar or Vault	An underground room or chamber with a maximum plan dimension of 1.5m or more
Culvert	A drainage structure with a span or diameter greater than or equal to 0.6m but less than 1.5m passing beneath a highway embankment that has a proportion of the embankment, rather than a bridge deck, between its uppermost point and the road running courses. Culverts are normally rectangular or circular in cross section

Term	Definition
Drainage	Span or diameter less than 0.60m
Retaining Wall	A wall associated with the highway where the dominant function is to act as a retaining structure, and with a minimum retained height of 1.35m
Road Tunnel	A tunnel with an enclosed length of 150m or more through which a road passes
Sign or Signal Gantry	A structure spanning the highway, the primary function of which is to support traffic signs and signalling equipment
General Inspection (Structures)	A visual inspection of representative parts of the structure. These are carried out on all structures regardless of ownership
Principal Inspection (Structures)	A close inspection (within one metre) of all visible parts of the structure. Specialist access equipment may be required in some cases. Carried out on all County owned structures with a span greater than or equal to five metres. Structures with spans less than five metres will be subject to a risk assessment.
Special Inspection (Structures)	These include a programme of bridges to be monitored following an assessment failure or where there is some on-going movement. In addition, there is a programme of diving inspections where structures are known to be at risk from the effects of scour.
Acceptance Inspection (Structures)	A Principal Inspection which includes the identification of any permanent access provisions and features affecting the safety and security of the structure. It further outlines the identification and handover of all the necessary records, maintenance and operating manuals which have an impact on the future management of the structure and shows an agreement of the date on which the authority takes over responsibility for the structure.

Appendix E – Legislation and Guidance

Volume 1 – Overarching Principles

Legislation and Guidance	Definition
Health and Safety at Work Act 1974	Provide a requirement for highway, traffic and street authorities to carry out work in a safe manner and establish arrangements for the management of construction works.
Construction (Design and Management) Regulations 2015	Provide a requirement for highway, traffic and street authorities to carry out work in a safe manner and establish arrangements for the management of construction works.
Localism Act 2011	Provides local authorities the power, with certain limitations, to do anything that individuals generally may do for the benefit of the authority, its area, or persons resident or present in its area. It also introduced measures such as the community right to challenge.
Local Government Act 2000	Duty of best value and aims to improve local services in terms of both cost and quality. The following points must be taken into consideration: Statutory basis Local Government Act 1999 Best Value Performance Plans Reviews of all services on five-year cycle Statutory Inspection by Audit Commission Statutory Framework of Best Value Performance Indicators
Highways Act 1980	Sets out the main duties and powers of Highway Authorities.
Section 41	Duty to maintain highways maintainable at public expense. Almost all claims against authorities relating to highway functions arise from alleged breach of this section

Legislation and Guidance	Definition
Section 58	Defence against action relating to alleged failure to maintain
Traffic Management Act 2004	Sets out a number of provisions including National Highways Traffic Officers, local authority duty for network management, permits for work on the highway, increased control of utility works, and increased civil enforcement of traffic offences
New Roads and Streetworks Act 1991	Provides a legislative framework for street works by undertakers (including utility companies) and gives various companies and agencies statutory powers and obligations to work in the highway
Countryside and Rights of Way Act 2000	Authorities are required to maintain records and ensure that ways are adequately signposted, maintained and free from obstruction.
Road Traffic Regulation Act 1984	Provides the powers to regulate or restrict TRAFFIC on UK ROADS , in the interest of safety
Traffic Signs Regulations and General Directions 2016	Prescribes the design and conditions of use of traffic signs on or near roads in England, Scotland and Wales.
Road Traffic Act 1988	Provides a duty for Highway Authorities to promote road safety, including a requirement to undertake accident studies and take such measures as appear appropriate to prevent accidents occurring
Road Traffic Reduction Act 1997	Imposes a duty upon local authorities to make reports about traffic levels and anticipated growth in those levels in order to set targets for traffic reduction or at least a reduction in the growth rate
Flood and Water Management Act 2010	Aims to reduce the flood risk associated with extreme weather. Provides for better, more comprehensive management of flood risk for people, homes and businesses
Transport Act 2000	Designation of quiet lanes or a home zone

Legislation and Guidance	Definition
Wildlife and Countryside Act 1981	Environmental and countryside issues with which highways operations must comply
Environmental Protection Act 1990	Provides the statutory basis for other environmental issues, in particular waste management, with which highway maintenance operations must comply
Clean Neighbourhoods and Environment Act 2005	Provides local authorities with more effective powers to tackle poor environmental quality and anti-social behaviour
Equality Act 2010	Legally protects people from discrimination in the workplace and in wider society
Criminal Justice and Public Order Act 1994	
Human Rights Act 1998	Sets out the fundamental rights and freedoms that everyone in the UK is entitled to
Freedom of Information Act 2000	Provides public access to information held by public authorities, who are obliged to publish certain information about their activities. Also, members of the public are entitled to request information from public authorities
Civil Contingencies Act 2004	Delivers a single framework for civil protection in the UK

[Some definitions are taken from gov.uk website.](#)

Volume 2 - Highways

Legislation and Guidance	Definition
Highways Act 1980	Sets out the main duties of Highway Authorities in England and Wales
Section 41	Duty to maintain highways maintainable at public expense

Legislation and Guidance	Definition
Section 58	Defence against action relating to alleged failure to maintain
Section 102	Provision of works for protecting highways against hazards of nature
Section 130	Duty to assert and protect the rights of the public
Section 150	Duty upon authorities to remove any obstruction of the highway resulting from 'accumulation of snow or from the falling down of banks on the side of the highway, or from any other cause'
Section 154	Empowers the authority to deal, by notice, with hedges, trees and shrubs growing on adjacent land which overhang the highway, and to recover costs
Section 239	Acquisition of land for construction, improvement etc of highway: general powers
Section 240	Acquisition of land in connection with construction, improvement etc. of highway: further general powers
Section 250	Land acquisition powers to extend to creation as well as acquisition of rights
Traffic Management Act 2004	Duty for all local traffic authorities in England to manage the network effectively to keep traffic moving
New Roads and Street Works Act 1991	Provides a legislative framework for street works by undertakers (including utility companies) and works for road purposes – to the extent that these must be co-ordinated by street authorities.
Roads (Scotland) Act 1984	Duty for local roads authorities to keep a list of 'public roads' and to maintain and manage them

Legislation and Guidance	Definition
Section 34	A road authority shall take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads
Sections 88 and 92	Give roads authorities the responsibility to remove projections which impede or endanger road users, and provide restrictions on planting of trees near carriageways
Railways and Safety Transport Act 2003	To make provision about railways, including tramways; to make provision about transport safety; and for connected purposes.
Roads (Northern Ireland) Order 1993 SI 1993/3160 (NI 15)	
Article 10	Duty for the Department for Infrastructure to remove snow, soil etc which has fallen on a road
Section 9	Enables the authority to take such action as it considers reasonable to prevent snow or ice interfering with the safe passage of persons and vehicles using the road
UKRLG Highway Infrastructure Asset Management Guidance	
The Weeds Act 1959	Empowers DEFRA to serve notice requiring an occupier of land to take action to prevent the spread of certain specified weeds
Wildlife and Countryside Protection Act 1981 – Section 14	This makes it an offence, liable to a fine, to plant or otherwise cause to grow in the wild, certain specified weeds
Section 53	Duty to keep the Definitive Map and Statement up to date
Countryside Act 1968 (Section 27)	Duty to signpost public rights of way

Volume 3 – Structures

Legislation and Guidance	Definition
Highways Act 1980	Sets out the main duties of Highway Authorities in England and Wales
Section 41	Duty to maintain highways maintainable at public expense
Section 55	Adoption by the strategic Highway Authority of all private bridges for trunked roads
Section 75(2)	Where any part of a highway is carried by a bridge over a railway, canal, inland navigation, dock or harbour or forms the approaches to such a bridge, the powers conferred by this section shall not be exercised in relation to that part without the consent of the railway, canal, inland navigation, dock or harbour undertakers concerned.
Section 91	Construction of bridge to carry existing highway maintainable at public expense.
Section 92	Reconstruction of bridge maintainable at public expense.
Section 93	Power to make orders as to reconstruction, improvement, etc., of privately maintainable bridges
Section 94	Powers of highway authorities and bridge owners to enter into agreements
Section 95	Supplemental provisions as to orders and agreements under sections 93 and 94
Section 106	Orders and schemes providing for construction of bridges over or tunnels under navigable waters
Section 110	Power to divert non-navigable watercourses and to carry out other works on any watercourse
Section 111	Bridges under the highway

Legislation and Guidance	Definition
Section 167	Powers relating to retaining walls near streets
Section 176	Licences for bridges over the highway
Section 179	Control of construction of cellars etc. under street
Section 180	Control of openings into cellars etc. under streets, and pavement lights and ventilators
Section 271	Provisions with respect to transfer of toll highways to highway authorities
Local Government Act 1972	Advises limited flexible powers for local authorities to provide certain archives services
Trunk Roads Act 1946 – Section 7	Adoption by the strategic Highway Authority of all private bridges for Trunked roads
The Transport Act 1968 – Part VIII	Bridges and level Crossings etc
Traffic Signs Manual Chapter 4	Warning Sign Guidance
The Railway Bridges (Load Bearing Standards) (England and Wales) Order 1972 (SI 1072 No. 1705)	Load-bearing standards
ADEPT/Network Rail Protocol	Minimising risk of bridge strikes
BS EN 1991-2	Models of traffic loads for the design of road bridges, footbridges and railway bridges
Road Traffic Regulation Act 1984 – Section 1 and 2	Weight Restriction Orders

Legislation and Guidance	Definition
The Road Vehicles (Construction and Use) Regulations 1986 or the Road Vehicles (Authorised Weight) Regulations 1998	
CS 454	Weak Bridge warning signs and other appropriate mitigating solutions Guidance Document
Roads (Scotland) Act 1984 – Section 66	Maintenance of vaults and cellars etc.
Coast Protection Act 1949 as amended by Section 36 of the Merchant Shipping Act 1988	Safety of navigation
Food and Environmental Protection Act 1985 Part II	Deposits in the sea
Party Wall Act 1996	Requires the issue of statutory notices when work affects adjacent properties within three metres of any construction works or within six metres if affecting foundation support
Climate Change Act 2008	Sets national targets for the year 2050 for the reduction of greenhouse gas emissions
Planning (Listed Building and Conservation Areas) Act 1990	Requires each authority to compile a list of buildings of special interest, either historic or architectural

Volume 4 – Street Lighting

Legislation and Guidance	Definition
Highways Act 1980	Sets out the main duties of Highway Authorities in England and Wales

Legislation and Guidance	Definition
Section 97	Empowers us to light any highway or proposed highway however does not have a duty to provide lighting for highway
Section 38/278	Street Lighting will normally be provided by the developer and adopted by us. On section 38 schemes, street lighting shall be part-night lit
Public Health Act 1961	
Section 45	Attachment of street lamps to buildings
Section 81	Summary recovery of damages for negligence
Roads (Northern Ireland) Order 1993 – Article 44	Grants the Department for Infrastructure the power to provide road lighting, where the Department considers that any road should be illuminated.
Roads (Scotland) Act 1984 – Section 35	Empowers a local roads authority to provide lighting for roads, or proposed roads, which are, or will be, maintainable by them and which in their opinion ought to be lit.
New Roads and Street Works Act 1991	Enabling act setting out the duties of Street Authorities to coordinate and regulate works carried out in the highway
Electricity Safety, Quality and Continuity Regulations 2002	Recording of all underground cables
Code of Practice for Recording of Underground Apparatus in Streets.	Recording of all underground cables
Clean Neighbourhoods and Environment Act 2005 – Section 102	States that artificial light is a potential statutory nuisance

Legislation and Guidance	Definition
<p>Conservation (Natural Habitats, &c) Regulations 1994</p> <p>2007 European Protected Species of Plants and Animals</p>	<p>Protected species on artificial lights receive protection under these legislations. Care needs to be taken not to disturb the animals themselves or their roosts and habitats. Guidance is Available from the Bat Conservation Trust and the Institution of Lighting Professionals.</p>
<p>Traffic Management Act 2004</p>	<p>Local Authorities have a duty to enforce network management for the maintenance of records and information (for example, records and locations of apparatus) and to inspect the records</p>
<p>Climate Change Act 2008</p>	<p>Empowers the government to set national targets for the year 2050 for the reduction of greenhouse gas emissions and to encourage energy users to meet the objectives of the Act, such as reducing such emissions or removing greenhouse gas from the atmosphere.</p> <p>The Act also introduces legally binding carbon budgets, which set a ceiling on the levels of greenhouse gases that can be emitted into the atmosphere. The ensuing Carbon Reduction Commitment was renamed to CRC Energy Efficiency Scheme.</p>
<p>Crime and Disorder Act 1998 – Section 17</p>	<p>Duty to consider crime and disorder implications. The Crime and Disorder Act does not apply to Scotland or Northern Ireland.</p>
<p>Traffic Signs Regulations and General Directions 2016</p>	<p>Prescribes the design and conditions of use of traffic signs on or near roads in England, Scotland and Wales.</p>
<p>Civic Amenities Act 1967</p>	<p>Gave legislative control to the protection of conservation areas which are defined as - ‘an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.’</p>
<p>Electricity at Work Regulations 1989</p>	<p>Requires all systems to be constructed, maintained and operated as is reasonably practicable to prevent danger.</p>

Legislation and Guidance	Definition
BS 7671 Requirements for Electrical Installations	States that installations which conform to the standards laid down in BS 7671:2018 are regarded by HSE as likely to achieve conformity with the relevant parts of the Electricity at Work Regulations 1989
Regulation 16 of the Electricity at Work Regulations	States that “No person shall be engaged in any work activity where technical knowledge or experience is necessary to prevent danger or where appropriate, injury, unless he possesses such knowledge or experience, or is under such degree of supervision as may be appropriate having regard to the nature of the work”

Appendix F – Action Plan

Action Name	Description	Timescale
Cycleway Focus	Identify cycleway locations, consider establishing unique asset identification and review defect categories and response times.	October 2024
Response Times Development	Continually monitor suitability of current response times and deal with any requests for change.	Ongoing
Boundary Alignment	We will continue to engage with all neighbouring authorities to ensure all surrounding authorities are aware of the boundary roads and each other's response times.	Ongoing
Drainage Asset Capture – develop targeted approach	Continue to improve the targeted approach to drainage and gully cleansing with contingency for flooding or prolonged periods of rain. To capture more data	Ongoing
Standards and Enforcement Plan	Continue to develop a Standards and Enforcement Plan	April 2024
Safety and Service Inspections	Monitor effectiveness of real time risk assessment and works ordering through handheld devices both for inspectors and contractor side.	April 2024
Resilient Network Review	Full review of the Resilient Network	October 2024
Network and Traffic Management Plan	Full review of the Network and Traffic Management Plan along with the Speed Limit Policy, Traffic Calming Guidance and Traffic Regulation Order Policy	Ongoing
Highway Policy Review	Commence a review of all policies, strategies and plans within highways ensuring that all are still relevant, up to date and published in the relevant places	Ongoing

Appendix B

Summary of Changes to the Highways Infrastructure Asset Management Plan (HIAMP) 2023

There are a number of changes to operational policy from the previous iteration (2022). A brief explanation below of some of the overarching themes of policy that are consistently under review as part of our approach to Asset Management.

Functional Hierarchies

Our system of categorising carriageways and footways for their individual level of priority based on functionality, usage and other factors. This applies to all different types of assets at these locations.

Full explanation at 4.2 of volume 1 of the HIAMP 2023. p17.

Carriageway and Footway Surveys

Asset data from these surveys factor heavily into our scheme prioritisation, allowing us to project future deterioration and intervene appropriately at the right time. The data is stored in our CONFIRM Asset Management system.

Full explanation at 4.3 of volume 2 of the HIAMP 2022. p33.

Inspections

We undertake regular inspections on assets as part of the highway network, frequency is based on many factors based on the asset type but is often dictated by the Hierarchy as referenced above.

Various inspections are covered throughout the documents, but for specific. HIAMP 2023

Volume 1 – 6.3 p29.

Volume 2 – 5.1 p45.

Volume 3 – 5.1 p64.

Volume 4 – 5.1 p71.

Volume 5 – 5.1 p85.

Response times and Intervention levels

Our response times are based on the functional hierarchy of the road or footway at the location of a defect, using agreed intervention levels at which point a defect is deemed in need of repair due to safety. Officers are enabled to undertake a full risk assessment for each defect and escalate or de-escalate as necessary.

See Appendix B of the HIAMP p 95 - 103

Minor Changes

A full review of the 2022 HIAMP has been undertaken and the following amendments have been made

Changes throughout

- Dates amended from 2022 to 2023

Note: The paragraph numbers identified in brackets below relate to paragraph numbers in the 2022 HIAMP

Volume 1 – Overarching Principles

- 1.5.1 Amended to show four asset groups which now include Drainage
- 2.2.1 'Community Engagement Strategy' amended to 'Community Strategy'
- 4.2.4 Road network length updated to 9255 Km carriageway and 4410 Km of footway and cycleway.
- 5.1.4 Reference to the inspections recording weather conditions and any unusual circumstances removed.
- 5.2.1 Information regarding the viewing of asset locations using the embedded mapping added and that Confirm Connect also publishes out for viewing in other systems.
- 6.4.2 Paragraph amended regarding the make safe of urgent defects amended.

Volume 2 - Highways

- 3.1.3 TRACS Type Survey (TTS) removed from list of survey types
- 4.3.4 SCRIM added to list of map layer results.
Reference to all inspectors being accredited removed from table under CVI survey method.
- 4.3.5 Amended to show SCANNER surveys collect rather than process condition information.
- 4.3.9 Last sentence regarding the Skid Resistance Strategy being published as part of the Asset Management Framework removed.
- 4.3.10 Further information about Deflectograph added.
- 4.3.11 Further information about FNS surveys added

- (4.3.13) Paragraph removed.
- 4.3.13 (4.3.15) Paragraph reworded
- (4.5) Condition of Highways Drainage System removed and now incorporated into Volume 3
- 4.8.7 (4.9.7) Cleaning frequency updated
- 4.9.4 (4.10.4) Paragraph amended to show that mandatory road markings shall be considered for replacement
- 5.2.4 Lit bollards added into the list
- 6.4.6 Paragraph reworded
- 6.4.7 reactive jobs and insurance claims added into how maintenance schemes are identified
- 6.4.9 Principal changed to strategic
- 6.4.11 Sentence regarding Local Highways Managers being provided with detailed maps showing results of CVI surveys removed

Volume 3 - Drainage

New volume added

Volume 4 - Structures

- 1.1.1 Definitions for structures assets updated
- 1.1.2 Additional information regarding Part C of Well Managed Highways Infrastructure Code of Practice added

Volume 5 – Street Lighting

- (4.1 – 4.7) Removed as information already contained within the Street Lighting Policy
- 5.3 Additional paragraphs added to provide information relating to Column Structural Testing
- 5.4.1 Additional information added regarding the response time for issues identified during column inspection and structural testing

Appendix B

Paragraph regarding Emergency Response removed

Carriageways

Edge damage greater than 40mm breaking edge white line amended to Edge damage greater than 40mm fully breaking both sides of edge white line

Footways

Following a review of our footway response times, amendments have been made as follows. -

Pothole greater than 25mm – H2 and H3 amended from 24 hours to 7 days; H4 amended from 24 hours to 28 days

Ironwork raised/sunken greater than 25mm - H2 and H3 amended from 24 hours to 7 days; H4 amended from 24 hours to 28 days

Trip hazard / other abrupt level difference greater than 25mm - H2 and H3 amended from 24 hours to 7 days; H4 amended from 24 hours to 28 days

Loose/Rocking/missing kerb stone - H2 and H3 amended from 24 hours to 7 days; H4 amended from 24 hours to 28 days

Additional Hierarchy added to include H4 slabbed / modular

Appendix F

Review Footways removed

Winter Service Plan Route Review added

Footway Review 2023

Introduction

This is a review of Lincolnshire's footways and will focus on the safety, condition and management of the network. The recommendations from this review have informed a decision to amend the footway response times as found in Appendix B of the Highways Infrastructure Asset Management Plan 2023.

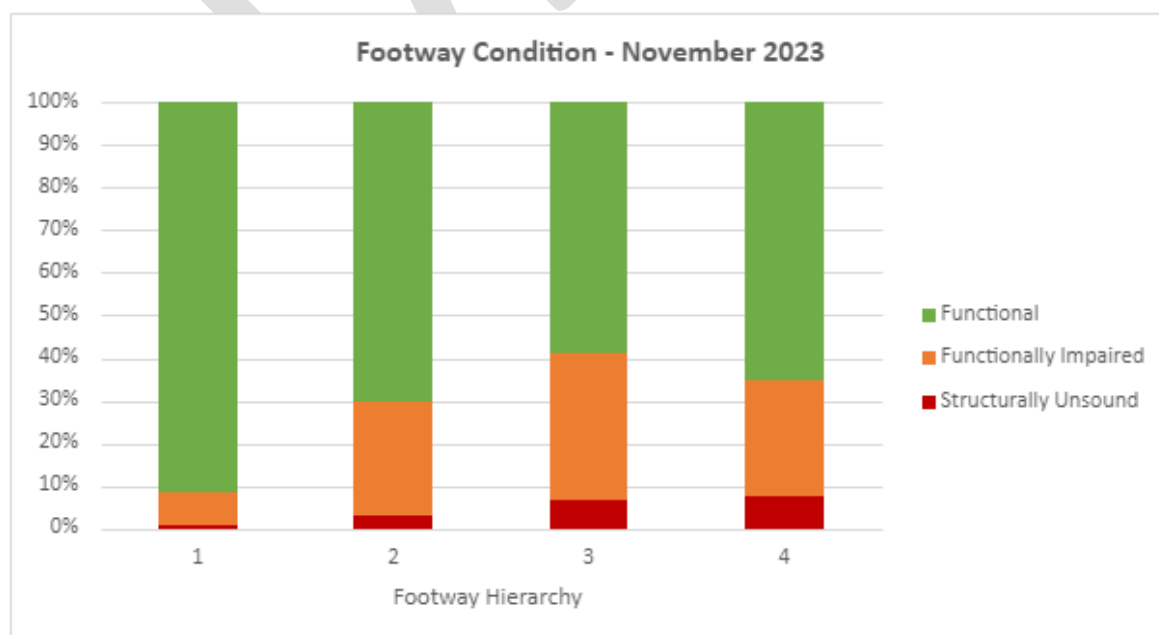
Lincolnshire has 4410km's of footways which includes combined cycleways and an additional 7km of dedicated cycleway. The network is growing with newly adopted footways steadily increasing the network length, since 2010 footways & cycleways have grown by 190km.

Lincolnshire footway/cycleway network consists of the following:

Footway Type	Km
Bituminous Footways	4,158
Block Paved Footways	69
Flagged Footways	87
Concrete Footways	56

Condition

Footway Network Condition Surveys (FNS) have been undertaken on the whole of the footway (and shared cycleway) network. The current performance indicators show that the footways are generally relatively good condition overall. The maintenance programme will continue its emphasis on preventative treatments (slurry sealing) and selective structural repairs will be carried out to improve pedestrian and cyclist safety, whilst maintaining the overall condition of the footway network.



Enquiries

Hierarchy	Defects	Network Length (km)	Defects per km
1	1295	35.525	36.4532
2	1253	113.01	11.08751
3	1916	541.717	3.536902
4	6967	3635.964	1.916136

Inspection Frequency

Inspections per annum	
Footway Hierarchy	No.
1	12
2	4
3 & slabbed/modular 4	4
4 (excluding slabbed/modular)	1

Current Response Times

Categories	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4
Ironwork Collapsed/missing/broken	24 hours	24 hours	24 hours	24 hours
Pothole greater than 25mm	24 hours	24 hours	24 hours	24 hours
Ironwork raised/sunken greater than 25mm	24 hours	24 hours	24 hours	24 hours
Trip greater than 25mm	24 hours	24 hours	24 hours	24 hours
Loose/Rocking/missing kerb stone	24hours	7 days	7 days	28 days
Pothole Less than 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Trip less than 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Ironwork raised/sunken less than 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme

Review of other Authorities

We carried out a comparison of our footway response times compared to five other authorities (Nottinghamshire, Cambridgeshire, North Lincolnshire, Derbyshire and Herefordshire).

Whilst Lincolnshire will respond to a footway defect based on hierarchy and defect type, most other authorities use a risk assessment which determines the degree of risk which meets an investigation criterion impact upon the highway user. The result of this assessment defines an appropriate response from immediate to no further response. Response category definitions have then been developed by each authority.

Whilst this makes a comparison more difficult, the response times below do show that a tiered response time is used by each authority.

Nottinghamshire

Emergency response = **2 hours**

Category 1 = **1 working day** * subject to risk assessment

Category 2 = **28 calendar days**

Category 3 = **90 calendar days**

Cambridgeshire

Trip / pothole / sunken cover – 25mm high / deep and 75mm across

Emergency response = **2 hours**

Category 1a = **36 hours**

Category 1b = **21 days**

Category 2 defects (planned) = **84 days**

North East Lincolnshire

A sharp edged defect (including rocking flags / paving stones) with a deviation of 20mm or greater from the surrounding level of the highway, or a rapid change in surface profile greater than 25mm extending in plan dimension less than 600mm.

Category 1 = **24 hours**

Category 2 High / medium = **21 days**

Category 2 medium = **42 days**

Category 2 Low = **90 days**

Category 2 Low (review) = **Review at subsequent inspection**

Derbyshire

Footway pothole or trip >20mm

Crack / Gap void > 20mm deep, 20mm width & 200mm in length

SAMS system will calculate the risk assessment score and will identify a response of:

- Reduce risk or repair within **32 hours**
- Reduce risk or repair within **9 days**
- Reduce risk or repair within **28 days**
- Consider an appropriate response including no further action

Herefordshire

Category 1 – prestige footways **by end of the following day**. All other locations **7 days**

Category 2a – **28 days**

Category 2b – **2 months**

Category 2c – **Consider for forward programme.**

Conclusions and Recommendations

There will be no change to the inspection frequency of our footways.

The tiered response times for our footway defects will better align with our footway inspection frequency.

Reviewing our response times to that of other / neighbouring authorities has identified that we respond to footway defects much more quickly. Altering our response times to those set out in the table below allows greater consistency.

Better aligns with the tiered responses of our carriageway defects.

Footways comprising modular slabs, block and concrete paving represent a relatively small proportion (7%) of the Lincolnshire Footway Network. However, flagged footways carry the greatest risk of personal injury; at 3% of the total footway network, making up 40% of footway personal injuries.

By separating out our slabbed / modular footways from our Hierarchy 4 footways, we continue to fulfil the commitment of our Highways Infrastructure Asset Management Strategy 2022 to prioritise our flagged footways, and investment will continue to be targeted at the reconstruction of our flagged hierarchy 3 and 4 footways.

It is to be noted that Officers will still have the ability to escalate or deescalate any defect that they inspect.

Categories	Hierarchy 1	Hierarchy 2	Hierarchy 3	Hierarchy 4 (slabbed / modular)	Hierarchy 4
Ironwork Collapsed/missing/broken	24 hours	24 hours	24 hours	24 hours	24 hours
Pothole greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Ironwork raised/sunken greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Trip greater than 25mm	24 hours	7 days	7 days	7 days	28 days
Loose/Rocking/missing kerb stone	24 hours	7 days	7 days	7 days	28 days
Pothole Less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Trip less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme
Ironwork raised/sunken less than or equal to 25mm	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme	Potential Planned Programme

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	Highways Infrastructure Asset Management Plan	Person / people completing analysis	Clair Dixon
Service Area	Highways Services	Lead Officer	Clair Dixon
Who is the decision maker?	Clr Richard G Davies	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	11/12/2023	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?	Commissioned
Describe the proposed change	The changes within this annual review of the HIAMP are minor and it contains a number of changes to operational policy. There will be no net positive or negative impact on those with protected characteristics.		

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	No Positive Impact specific to this protected characteristic.
Disability	No Positive Impact specific to this protected characteristic
Gender reassignment	No positive impact specific to this protected characteristic.
Marriage and civil partnership	No positive impact specific to this protected characteristic.
Pregnancy and maternity	No positive impact specific to this protected characteristic.
Race	No positive impact specific to this protected characteristic.
Religion or belief	No positive impact specific to this protected characteristic.

Sex	No positive impact specific to this protected characteristic..
Sexual orientation	No positive impact specific to this protected characteristic..

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 adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Disability	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Gender reassignment	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Marriage and civil partnership	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Pregnancy and maternity	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

Race	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Religion or belief	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sex	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sexual orientation	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of highway maintenance. The changes within this annual review of the HIAMP are minor and the document contains a number of changes to operational policy. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

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.

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 consultation or engagement activity undertaken.

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

Age	As detailed above. None identified.
Disability	As detailed above. None identified.
Gender reassignment	As detailed above. None identified.
Marriage and civil partnership	As detailed above. None identified.
Pregnancy and maternity	As detailed above. None identified.
Race	As detailed above. None identified.
Religion or belief	As detailed above. None identified.

Sex	As detailed above. None identified.
Sexual orientation	As detailed above. None identified.
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?	Annual Review of the Plan

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Clair Dixon	Continual Monitoring and annual review.
Signed off by		Date	Click here to enter a date.



Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Highways Performance Report, Quarter 2 (1 July to 30 September 2023)

Summary:

This report sets out the performance of the highways service, including the Highway maintenance schemes update, Lincolnshire Highways Performance Report and Highways Complaints Report.

Actions Required:

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

1. Background

This report provides an update on all aspects of the highways service delivery, including the quarterly performance data for the key contracts (Highway Works, Traffic Signals and Professional Services) and strategic highlights relevant to the Highways Service in Lincolnshire.

This report contains:

- Lincolnshire Highways Performance Report, Year 4, Quarter 2
- Highways Complaints Report, Quarter 2

1.1. Lincolnshire Highway Service Delivery update

1.2. Performance Report

Quarterly performance is reported at the Lincolnshire Highways Performance Working Group. Here performance issues are discussed and if required, escalated through the governance structure, with performance issues becoming the subject of an Improvement Plan.

A copy of the Lincolnshire County Council Highway Performance Report for Year 4, Quarter 2 can be found in Appendix A. This covers the period of July to September 2023.

The partners managed to achieve their targets for Quarter 2 with all scores increasing from last quarter. The results per contract area are:

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 76.6%
- Professional Services Contract Performance Indicators (WSP) – 74.5%
- Traffic Signals Term Contract Performance Indicators (Colas) – 94.0%
- Client Performance Indicators (LCC) – 83.0%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 86.0%

There have been positive improvements in areas that fell below the minimum performance level last quarter, such as Highways Works drainage cleansing (PI3) and Professional Services contract notifications processed within timescale (PI7).

For specific areas of the Service that are below the targeted performance, the following Improvement Plans have been requested:

- Highway Works – PI6 – Quality of workmanship
- Highway Works – PI10 – Summer Maintenance

In line with the contractual procedures, PI3 (Highways Works) is still below the minimum performance level so has triggered a low service damage penalty. However, there has been an improvement in performance this quarter, with an increased score from 2 to 6. It continues to be an area of focus.

1.3. Contract Refresh

The refresh procedure commenced for the Highway Works / Professional Services and Traffic Signal contracts in April 2022 and is now nearing completion. The process requires the Client and the Contractor / Consultant to review service delivery and identify contract improvements should an offer of extension be made and accepted by the parties. Any extension to the contract will be made from the 1st April 2026 with a minimum extension of 2 years and a maximum extension of six years being available.

At the Executive on the 7th November, the following recommendations were approved:

The Highways Works contract provider (Balfour Beatty Living Places) is offered a **six-year extension** from 31st March 2026 to the maximum permitted extension (as advertised in the original procurement documentation), taking service delivery to the **31st March 2032**.

The Professional Services Contract provider (WSP) is offered a **two-year extension** from 31st March 2026, taking service delivery to the **31st March 2028** with further review to take place, in line with contract processes, to assess subsequent extensions.

The Traffic Signals Provider (Colas) is not extended, and a new re-procurement process has commenced.

Formal extension offers have now been made to Balfour Beatty Living Places and WSP and the service has commenced the re-procurement of the Traffic Signals contract by allocating internal resource to the project and capturing lessons learnt with the in-house team.

1.4. Contract Specific Update

The delivery of the three strategic highway delivery contracts (Professional Services – WSP / Highways Works – Balfour Beatty / Traffic Signals – Colas) are now in quarter 3 of year 4 of the contract.

1.5. Highway Works Term Contract – Balfour Beatty

The Highways Work Term Contract delivers the vast majority of highway service, with maintenance of carriageways a priority but with footways and cycleways also being proportionally addressed according to the Highways Asset Management Strategy. Minor reactive works are used predominantly to address safety issues and faults within the carriageway and footway network. The contract also delivers most of the cyclical works, drainage, structures and streetlighting maintenance improvement schemes.

In Quarter 2 of 2023/24, Lincolnshire Highways repaired 11,437 (previous quarter – 16,815) faults, including 8,708 (previous 14,178) carriageway potholes (including edge potholes). The service fixed 396 (previous 354) gully grates/manhole covers, 713 (771) footway defects, replaced 64 (55) gully pots completely, as well as conducting 235 (291) kerbing jobs, 303 (75) minor tree jobs and repaired or replaced 289 (237) signs.

During the second quarter of 2023/24, Lincolnshire Highways completed a variety of schemes as detailed in the table below. This included 36 miles of carriageway patching and surfacing, 32 miles of footway resurfacing and reconstruction, and 23 miles of refreshed carriageway lining.

Work Types	Schemes	Total Miles
Footway Reconstruction	8	2.60
Micro Footway	78	29.25
Carriageway Patching	7	6.56
Carriageway Recycling	23	17.25
Carriageway Surfacing	29	10.88
Residential Resurfacing	14	1.31
Carriageway Surface Dressing	104	52.00
Lining Works	6	22.5
Street Lighting	2	
Structures	8	
Drainage Schemes	14	
Traffic Signals Improvements	4	
Carriageway Retexturing	3	

1.5.1. Minor Works Gangs

The minor works gangs continue to deliver work slightly larger in scope than the reactive safety works covered by Series 6300, of the Term Maintenance Contract. The service continues to focus on the most beneficial aspects of this work, such as civils, minor patching, and drainage.

682 (previous quarter - 580) individual jobs of this type were completed across the County in Quarter 2 of 2023/24. This included 150 (previous 102) tree jobs, 129 (previous 135) carriageway sites, 66 (51) drainage jobs, 14 (25) kerbing repairs and 92 (60) footway repairs.

1.5.2. Challenges / Improvements

The combined Capital and Reactive budget for the Highway Maintenance service for 23/24 is approximately £102 million. The additional LCC highway funding announced in the 2023 budget has ensured that the existing service levels can be maintained for the current financial year. Based on this level of funding it is anticipated that the Highways Infrastructure Asset Management Strategy objectives to hold key assets in a steady state whilst implementing an accelerated improvement of the unclassified roads will be achieved.

For 24/25, following the announcement that the Highway Service would receive an additional £10 million from LCC funds to allocate to drought damaged roads, we are expecting again to meet the objectives of the strategy.

On the 4th October 2023, central government announced £8.3 billion of additional highways maintenance funding over an 11 year period to 2034. Detail of the funding announcement were released on the 17th November which indicates that Lincolnshire will receive an additional £4.924 million in this financial year and next prior to the funding increasing for the remaining 9 years.

To ensure that the Highway Service delivers a value for money service the scheme identification, design, and resource allocation has now been set for 24/25 on a budget of £111 million.

The Highway service continues a strong focus on the reactive service delivery as this key area affects the travelling public the most. The scale of demand, resource requirements and commercial pressure within the contract are challenging, but all parties involved (including the supply chain) are making the required improvements. Since March 2022 the number of live jobs within the system has continually reduced from a high of 9000 to the current level of approximately 2300.

Maintaining this figure in a manageable position with this flexibility in delivery will enable the service to deal with the demands placed on the service in line with the Highways Infrastructure Asset Management Plan.

1.6. Professional Services Contract – WSP

WSP work alongside Lincolnshire Highways colleagues in the Technical Services Partnership (TSP), where three Performance Indicators measure WSP performance directly and seven measure TSP (LCC & WSP). All schemes which completed in Year 4 Quarter 1 feed into this reporting period.

The overall Professional Services score for Year 4 (2023/24) Quarter 2 is 74.5 out of 100, an improvement on the Quarter 1 score of 68.9.

A contributor to the improved score is the four measures which focus on TSP's ability to deliver highway schemes to time and cost, providing an average score of 8 out of 10 for Y4 Quarter 2. This is up on the previous quarter at 7.1 out of 10.

WSP are making good progress with the selected Year 4 annual quality statements from their 2020 tender submission on target to deliver 9 out of 10 of the promises. The quality statements included provision of:

- WSP input to Councillor Nominated Volunteering schemes throughout the year.
- Development of good practice activities with other local authorities.
- A rolling programme of local apprentices.
- Careers and STEM engagement with local schools and colleges.

Examples of these include, WSP have hosted a range of good practice events and have brought authorities together to solve common challenges through regular working groups such as LANZAROTE (Local Authority Net Zero And Reducing Other Transport Emissions). Local WSP colleagues have also contributed to Careers/STEM events at Horncastle Banovallum, where an evening event was held to enable parents to attend, and direct project-based engagement with Construction and Built Environment students at Lincoln college.

Internal TSP client satisfaction scores, obtained through a questionnaire provided for those schemes completing in the quarter with most clients being satisfied with an average response score of 6.2 out of 10.

Within Performance Indicator 10 WSP are targeted to fill requested vacancies within 3 months. The score for Quarter 2 equates to 4 out of 10, which is the same as the Y4 Q1 score. Whilst much effort goes into identifying quality candidates to the Lincolnshire contract, it is still proving difficult to attract candidates who have the right qualifications, experience and are affordable; with industry wide salary expectations continuing to increase. The introduction of a new hybrid rate, for the Professional Services Contract, has been designed to enable requests for colleagues normally based in remote WSP offices to spend time working in Lancaster House.

1.6.1. Challenges / Improvements

Recruitment for specialist roles within the engineering sector are proving difficult to attract and retain in the current climate. LCC have needed to pursue alternative routes to obtain

staff on occasion to backfill hard to fill positions. LCC and WSP are implementing a number of initiatives to tackle the recruitment challenges and are looking to bring staff based in WSP national offices into the LCC highway offices to bolster service delivery. The provision of remote support through the Professional Services Contract is less of a challenge, but this doesn't always align with the intended delivery model of the Technical Services Partnership.

The ongoing recruitment difficulty and increasing salary expectations continue to show within the latest inflationary data with a 2.71% increase since April 2023. These increases will not commercially impact the Highway Service until April 2024, but it does indicate a potential future budget pressure unless it is matched by additional funding or further service efficiencies.

1.7. Traffic Signals Term Contract – Colas

Quarter 2 performance for the Traffic Signals contract was 94 out of 100. This score has improved from the previous quarter 1 score of 84 which shows that the new Performance Indicators are tackling areas where LCC are looking for improvement. These revised measures will be monitored closely to ensure their effectiveness over the coming months and are expected to demonstrate progress.

In terms of traffic signal ongoing maintenance, the overall statistics for Quarter 2 were as follows;

- 64 emergency faults (2-hour response) which were attended in timescale (100%)
- 462 standard faults (response within 12 contract hours) which were attended in time (100%)
- 63 requests for signals to be switched off for other road works.

The Traffic Signal Capital Refurbishment Programme for Quarter 2 saw the following scheme undertaken;

- A16 Spading Road (London Road) Boston – Dual Toucan crossing refurbishment.
- Wyberton Low Road / Marsh Lane, Boston – Junction refurbishment.
- Market Hill Crossroads, Holbeach – Junction Refurbishment.
- Tritton Road (Valentine Road) Lincoln – Dual Toucan crossing refurbishment.

1.7.1. Challenges / Improvements

Over the past 12 months Colas have introduced a number of new team members to replace vacancies. The new team have shown themselves to be very willing and adaptable, learning quickly on the job and making a real impact. This has been witnessed particularly around the planned maintenance schedule of Annual Inspections; the Traffic Signals team ahead of where they were in previous years.

Lincolnshire's decision, not extend the contract beyond 2026 has been handled positively by Colas who are intending to successfully deliver the remaining 27 months contract. Both LCC and Colas recognise that a lot of work still needs to be delivered and the focus for that is the main priority.

Challenges highlighted in the contract extension are being mitigated by advance ordering of equipment wherever possible so that scheme delivery isn't impacted.

Linked to the Department for Transport's Plan for Drivers, an opportunity has arisen to submit bids in relation to £70 million of funds to make traffic signals more efficient. LCC are intending to submit the maximum number of bids and are hopeful to receive additional funding targeted at the Green Light Fund (helping to tune up traffic signals) and the Intelligent Traffic Management Fund to deploy advanced technology for traffic signals.

2. Councillor nominated Community Volunteering Days

As part of the original bid commitments from the Highway Works, Professional Services and Traffic Signal delivery partners, there have been 38 schemes completed to date and advice regarding designs and costs have been provided for another 7. There are a further 5 schemes planned which are due to commence in 2023/2024 to assist Parish Council and Community Groups. There are already 4 schemes planned for Spring 2024, and Councillors have just received the new application requests for 2024/2025.

Schemes this year have included various types of works, including the erection of a fence around a play park, clearing of a Memorial Garden, painting a village hall, painting play parks, restoring old red phone boxes, and providing an accessible path at a school for wheelchair users to access their nature area. The schemes carried out have all been extremely well received and many compliments have been received from the applicants, as well as from members of the communities.

The 3 main Contractors (Balfour Beatty, Colas and WSP) have been involved in the schemes and we also have had additional volunteering from some of our Sub-Contractors and major scheme delivery providers.

3. Complaints

A copy of the Highways Complaints Quarter 2 report can be found in Appendix B.

During Quarter 2 the highways service received a total of 8,532 Fix My Street enquiries and 7,470 Customer Service Centre (CSC) calls.

The Customer Relations Team received a total of 243 contacts within quarter 2 of 2023, from individuals wishing to give feedback, report issues or complain about the Highways Service.

Of these 243 contacts, 157 entered the formal complaints process, accounting for 65% of these contacts, with the remainder being resolved informally in early resolution. Of the 157 cases, 60 were partially upheld or fully upheld, this equates to 38% of the cases that entered the formal process.

The Highway service has seen a small increase in the number of contacts this quarter compared to the previous quarter but there has also been a decline in comparison to the

same quarter of the previous year. The Highway Service has also seen in an increase in the number of cases that were partially or fully upheld that related to delays to service and quality of service. The main contributor for these concerns is due to the volume of scheduled maintenance completed, performance of service in relation to drainage and verge maintenance.

4. Conclusion

Lincolnshire's Highway team and its strategic partners continue to deliver an efficient and effective service during challenging market conditions. Performance reported for Quarter 2 has seen an improvement in all of the main contract reporting areas following a dip in Quarter 1 due to tougher measures being introduced. The scores remain in an overall good position and are in line with the improved performance that was seen across Year 3. Across the wider service delivery, the service continues to pursue further initiatives to tackle areas of low performance and is consistently striving to implement value for money savings.

The latest inflation data suggests that the rapidly rising inflation experienced over the past 24 months within the Construction sector is has plateaued. The service will continue to monitor the impact this has on service delivery and ultimately the buying power of the Highway Service going forward.

The funding position for 2023/24 and 2024/25 has been positive and will likely result in the successful delivery of the Highways Infrastructure Asset Management Strategy goal in relation to asset condition at the next reporting cycle. Whilst funding beyond 2024/25 remains uncertain, the DfT announcement of additional funds seems to have moved in a positive direction.

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

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Highways Performance Report (1 July 2023 – 30 September 2023) Quarter 2
Appendix B	Highways Complaints Quarter 2 Report

6. 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 Jonathan Evans, Head of Highways Client and Contractual Management Services, who can be contacted on 01522 55222 or Jonathan.evans@lincolnshire.gov.uk.



Lincolnshire Highways Performance Report

Year 4 Quarter 2 – July to September 2023

Prepared November 2023



Introduction

This report is prepared for the Lincolnshire County Council (LCC) Highways Strategic Board by the Performance Working Group. It offers a summary of the results from each of the agreed KPIs and PIs.

Key Performance Indicators (KPIs) are directed at measuring the achievement of the objectives of the Partners working with and delivering services for LCC Highways. These mutual objectives represent the aspirations of the Partners to deliver the best service for the residents of Lincolnshire.

Performance Indicators (PIs) are directed at measuring the achievement of the objectives of the participating organisations within their own contract. These indicators will impinge on the quality of performance at Key Performance Indicator level but would be the responsibility of the specific Partners to provide the appropriate improvements in performance.

The partners working with LCC are incentivised to work in collaboration with each other and add value to the wider Highway service delivery in Lincolnshire.

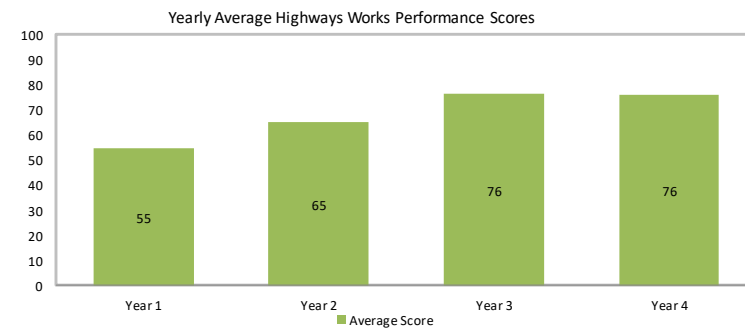
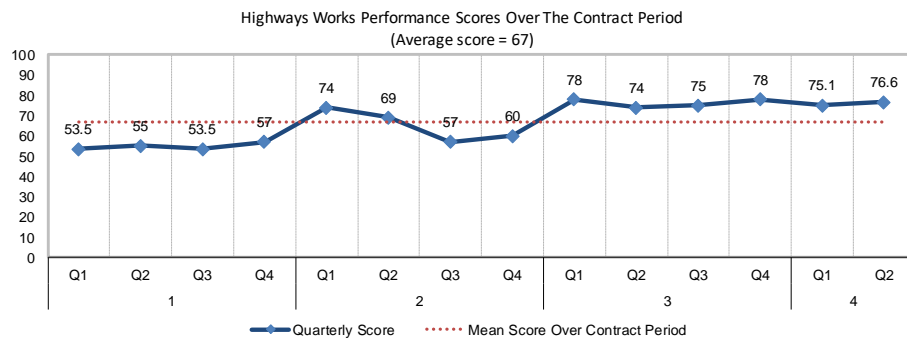
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Highway Works Term Contract – Y4 Q2 Performance Summary

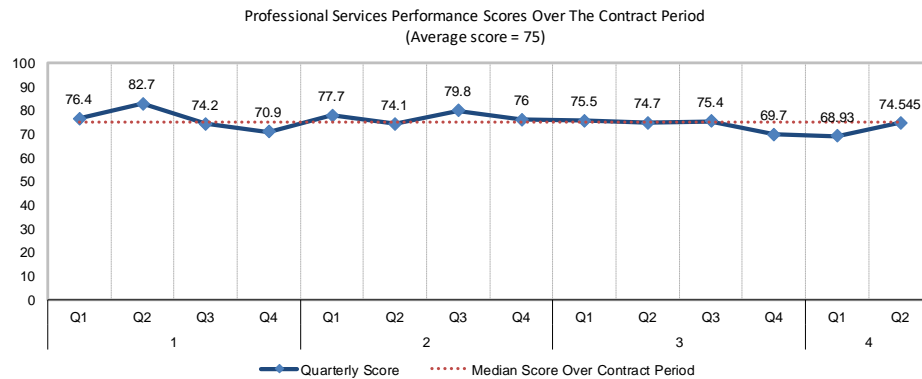
		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
HWTC PI1	Compliance with tendered Quality Statements	10 Achieved	9 Achieved	9	↔	9.0	8.6	10 Quality statements have been selected to score this measure. After assessment it has been deemed that a score of 9 has been achieved.
HWTC PI2	Response times for emergency works	99.5%	99.13%	10	↔	10	10.0	Out of 693 emergency jobs over the quarter, 687 achieved the required response rate.
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	95.07%	6	↑	2	5.0	11124 out of 11701 jobs were completed on time.
HWTC PI4	Tasked completed within timescales - Planned Works	99%	95.2%	8	↓	10	8.8	278 out of 292 jobs were planned and allocated within specified timeframe. 100% of schemes were completed within agreed timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	99.78%	10	↔	10	10.0	This quarter there were 3 FPNs for non-compliance of TMA on 1399 completed JV jobs.
HWTC PI6	Quality assessment of workmanship	95%	81.90%	4	↓	8	6.5	The data used for the quarter shows 81.90% compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	99.17% Notifications; 100% Target Costing	10	↔	10	9.4	Out of 120 Contract Notification 119 were acknowledged in appropriate timescales. 100% of jobs requiring a Target Cost did so within the required timeframe.
HWTC PI8	Street Lighting Service Standard	70	Above minimum performance level	4.6	↑	4.1	2.2	Q2 has seen a slight improvement to the overall score. This has been driven in part by sustained improved performance on the maintenance programme to replace old lanterns with more energy efficient lanterns.
HWTC PI9	Drainage Cleansing Maintenance	95%	98.66%	10	↑	4	8.0	At the end of Q2 46001 out of 46626 assets have been attended. This is a cumulative total for the financial year.
HWTC PI10	Winter/Summer Maintenance	100%	Any programme more than 1 week but less than 2 weeks behind specified timeframe	5	↓	8	7.8	The second and third rural cuts were completed a couple of days later than planned and the second weed spray was delayed due to the bad weather over the summer.
			Total	76.6	↑	75.1	76.2	Overall Summary The overall score for this quarter has increased, with improved performance in the reactive service, drainage and street lighting. There was a drop in performance for PI6 and PI10, taking them below the minimum performance level, so performance improvement plans have been requested for both.





Professional Service Contract – Y4 Q2 Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter	
PSP PI1	Compliance with tendered Quality Statements	10 Achieved	9 Achieved	8.0	↔	8.0	8.0	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved. This equates to a score of 8.	
PSP PI2	Continuous Improvement and Innovation	£113k savings	On track	10.0	↔	10.0	10.0	This measure is currently on track.	
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	91%	6.4	↓	6.6	7.0	The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 91% this quarter.	
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	163.3%	8.2	↑	8.0	8.2	There were 58 Task Orders completed this quarter - on average they took 163.26% of the agreed timescale. The average score for Design was 7.89 whilst Supervision was 8.48	
PSP PI5	Overall Performance of Design and Supervision	85%-115%	106%	9.6	↑	6.0	8.4	The average Awarded Tender Value was 106% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value.	
PSP PI6	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	89.6%	7.6	↓	7.7	8.2	The completed schemes the average percentage of Original Quote compared to Actual Cost was 89.62%. Less than 100%; Pre-Tender Works Cost Estimate more than Assessed Tender Value.	
PSP PI7	Contract Notifications processed within required timescales.	99%	90.6%	7.0	↑	3.0	3.8	Out of 170 Contract Notifications 154 were acknowledged or actioned in appropriate timescales.	
PSP PI8	Client Satisfaction of Design Service	>9.5	6.2	4.0	↓	6.0	5.5	The average score by Task Order values were as follows - Below 10k = 6.79 , 10k-50k = 5.90, 50k-100k = n/a , Greater than 100k = 5.92. The average overall was 6.20	
PSP PI9	Continuity of Key Staff	10	9.7	9.7	↔	9.7	9.1	One scheme reported potential for a minor impact due to changes in staff. One scheme reported a moderate impact due to change.	
PSP PI10	Time to fill a Vacancy	>90%	7 vacancies outstanding	4.0	↔	4.0	4.0	7 vacancies were requested to be filled that are currently still outstanding. As such this measure has scored 4 points.	
				Total	74.5	↑	68.9	72.1	Overall Summary This quarter has seen a good improvement in the overall score, with a significant increase in the score from PI7 from a 3 to a 7.

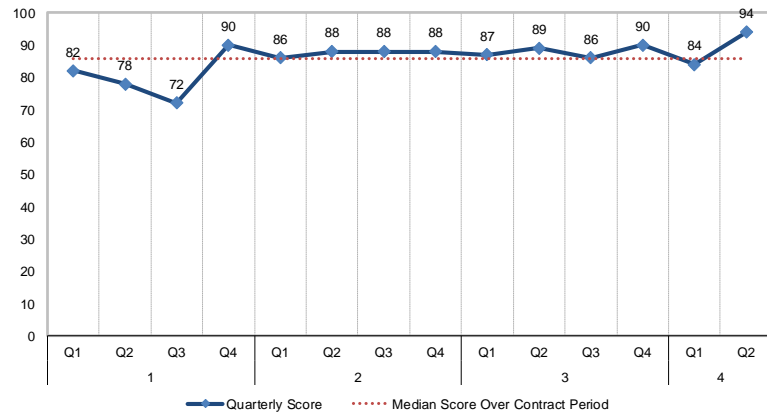




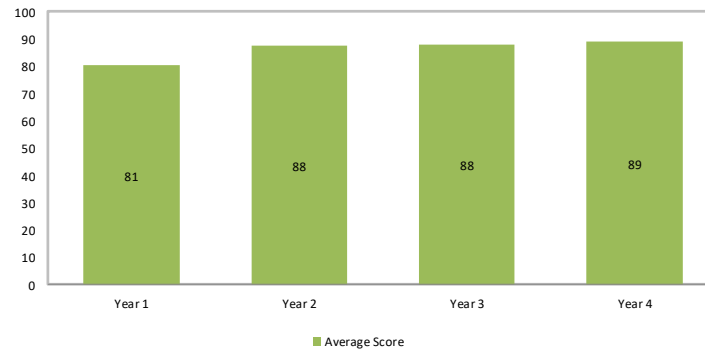
Traffic Signals Term Contract – Y4 Q2 Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	Compliance with tendered Quality Statements	10 Achieved	7.5 achieved	4	↔	4	4.0	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 7.5 are currently being achieved which equates to a score of 4.
TSTC PI2	Spare Stock Assurance	100%	0 points lost	10	↔	10	10.0	The requisite stock is available or ordered within timeframe.
TSTC PI3	Response times for emergency works	None missed	None missed	10	↔	10	8.5	64 emergency faults out of 64 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	100.00%	10	↔	10	10.0	462 faults out of 462 faults received during Q2 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	100.00%	10	↑	6	8.5	80 of 80 task orders that have been received during Q2 have been completed within the contract timescales.
TSTC PI6	% Task Orders completed free of remedial works	99%	100%	10	↔	10	10.0	0 remedials have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	100.00%	10	↔	10	10.0	526 out of 526 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	100.00%	10	↑	6	8.0	6 task orders out of 6 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	On track	10	↔	10	10.0	168 annual inspections were completed by the end of Q2 - which is ahead of target. 53% of total.
TSTC PI10	% of Quotations provided within 3 weeks	100%	100.00%	10	↑	8	9.5	93 out of 93 jobs requiring quotations were actioned within 3 weeks.
			Total	94.0	↑	84.0	88.5	Overall Summary There has been an improved performance this quarter, with an increased score in percentage of task orders completed on time, and in compliance with TMA, as well as quotations received on time.

Traffic Signals Performance Scores Over The Contract Period
(Average score = 86)



Yearly Average Traffic Signals Performance Scores



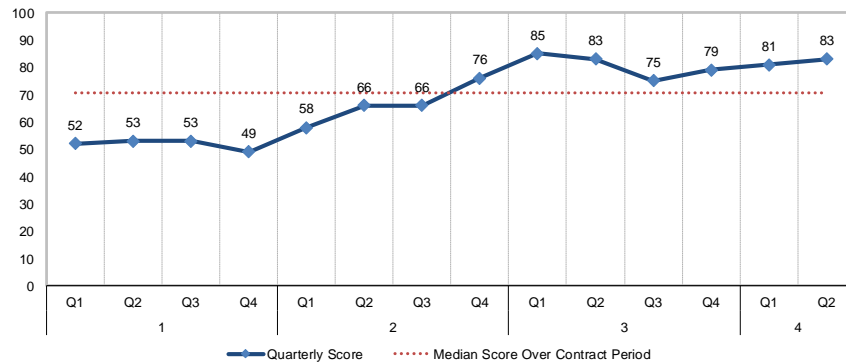
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Quarter 2 2023/24



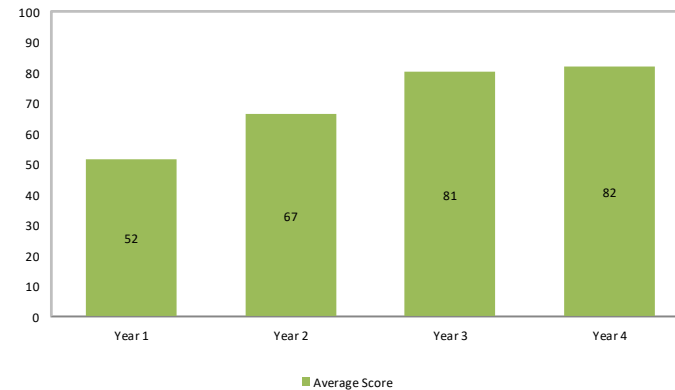
Client – Y4 Q2 Performance Summary

	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter	
Client P11	Sept 22	On Time	10	↔	10	10.0	The Scheme Proposals for 2024/25 were due to be issued by the Client to the Contractor at the end of September. This was delivered on time.	
Client P12	98-102%	100%	10	↔	10	10.0	There has been no budget movement, as such this measure score full points.	
Client P13	100%	94.74%	8	↔	8	7.0	Out of 11758 incoming enquiries, 11140 were actioned within appropriate timescales.	
Client P14	>98%	97.88%	8	↑	4	0.0	277 out of 283 schemes this quarter have had Early Contractor Involvement 12 weeks prior to start date.	
Client P15	<7% variation	6.10%	10	↔	10	8.0	So far £57,315,787.47 has been raised on Confirm with £3,494,436.83 compensation events against that target. Variation of 6.10%.	
Client P16	<1%	0.72%	9	↑	8	8.8	Out of 17820 committed jobs 130 were rejected	
Client P17	98%	91.21%	7	↓	8	6.3	Out of 347 Contract Notifications, 326 were acknowledged or actioned in appropriate timescales.	
Client P18	<1%	2.30%	6	↔	6	8.0	Out of 87 jobs that have gone through the ECI process 2 were subsequently cancelled.	
Client P19	100%	96.89%	7	↓	9	7.5	Out of 578 Highway Inspections 18 had an overdue inspection.	
Client P110	Constant Improvement	On track	8	↔	8	8.0	The Value For Money assessments are underway and on track to be completed in Q3. As such the measure has maintained at a score of 8 accordingly.	
			Total	83.0	↑	81.0	73.5	Overall Summary There has been an increase in overall performance from the last quarter, with a significant increase in ECIs completed on time (P14).

Client Performance Scores Over The Contract Period
(Average score = 71)



Yearly Average Client Performance Scores

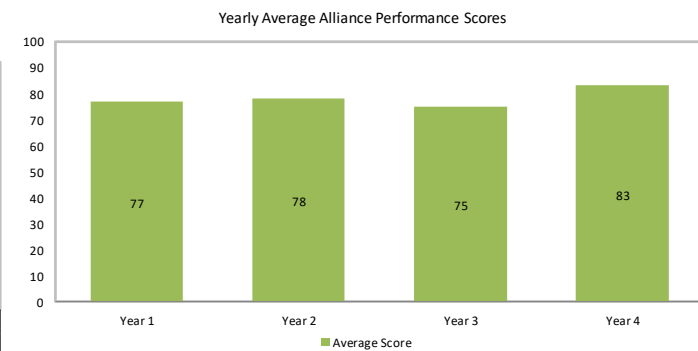
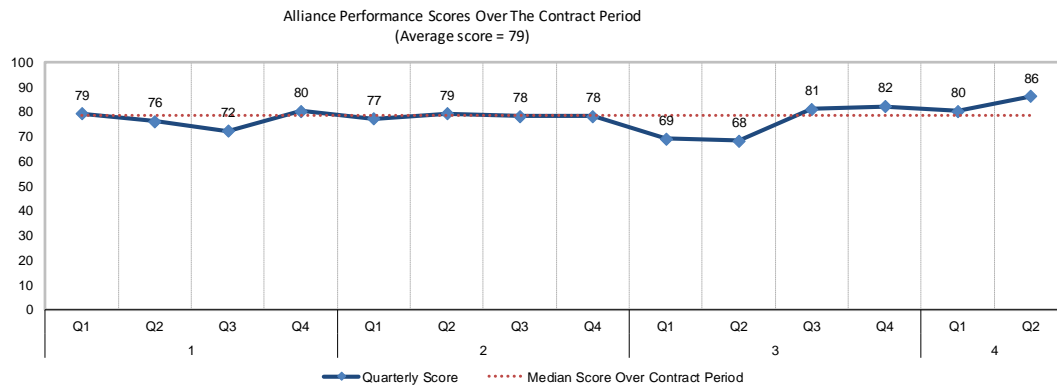


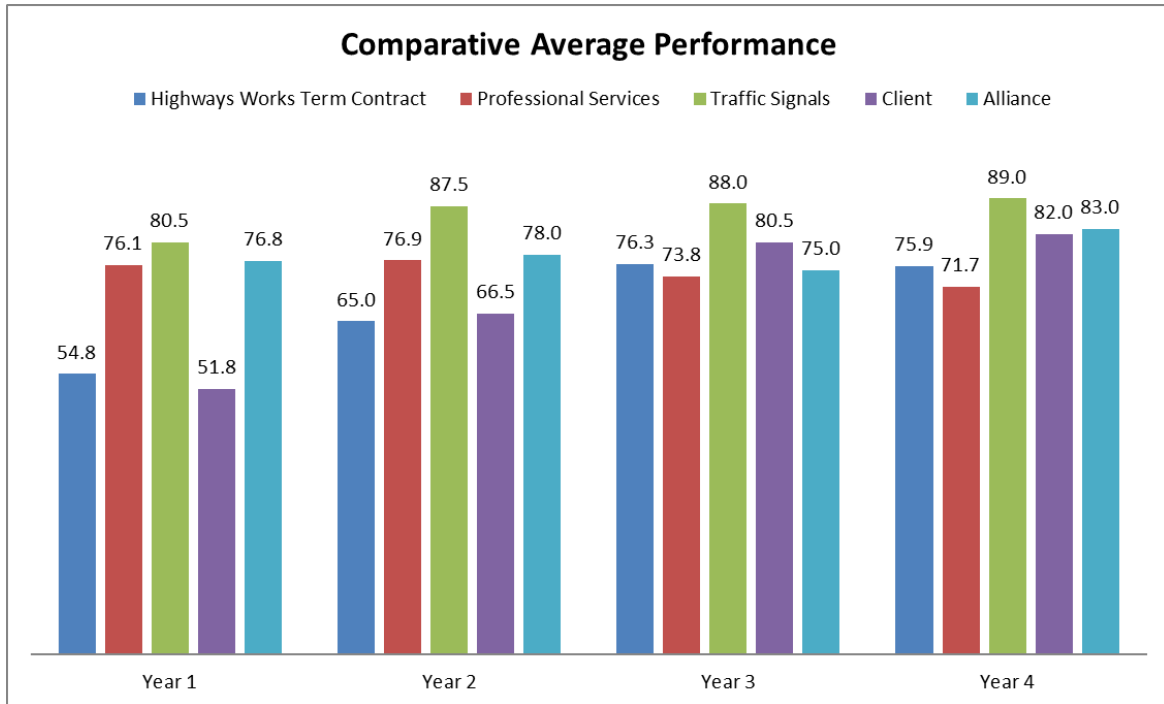
Lincolnshire County Council Highways
Performance Report
Quarter 2 2023/24



Alliance – Y4 Q2 Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter	
Alliance KPI1	Asset Management Strategy	Within Range	Within Range	10	↔	10	10.0	This is annual data, and the figure for 2023 is within the anticipated range. Road Condition data show Principal Roads at 1.7% Red, A&B Roads at 5% Red and Unclassified Roads at 26.1% Red.	
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	95.55%	10	↑	9	8.8	The Annual Plan was agreed on target. This part of the measure has scored 3 out of 3. A score for accuracy of Programme has been set as 7 out of 7 for this quarter.	
Alliance KPI3	Minimising disruption to the public	46 schemes annually	20 schemes YTD	6	↑	4	7.0	20 schemes were confirmed by the end of Q2 so Y4 is behind target at 20/55. (20 / 27.5)	
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8	↔	8	8.0	The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been an increase in apprentices working on the contract however this is below the commitments from partners. The level of spend to suppliers locally has been maintained.	
Alliance KPI5	Public Satisfaction Survey	>0% improvement	0.50%	10	↔	10	10.0	This is annual data, and the figure for 2022 was an increase of 0.5% in satisfaction. This result changes once per year in October.	
Alliance KPI6	Efficiency of Spend	>95%	87%	6	↔	6	6.0	This is annual data, and the figure for 2022 was an increase of 1% in efficiency of spend This result changes once per year in October.	
Alliance KPI7	Net/Positive Press Coverage	>95%	99.09%	10	↔	6	7.5	This Quarter there was 69 positive, 40 neutral and 1 negatives stories. There were 110 stories in total.	
Alliance KPI8	Relationship scoring	>7points	7.70	10	↔	10	10.0	The average score for the alliance partners was 7.70 out of 10. This has maintained the same level of the previous survey.	
Alliance KPI9	Reduction in Carbon Emissions and Waste	10	98.71% Recycled CO2 per £ > target	10	↔	10	7.0	5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions for Year 3 has been assessed as with a score of 5.	
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	85.71%	6	↓	7	8.0	36 assessments over the past twelve months have passed out of 42 assessments. There has been one RIDDOR incident.	
				Total	86.0	↑	80.0	82.3	Overall Summary The overall score for this quarter has increased with a positive increase in KPI3, minimising disruption to the public.





Conclusion

This has been a positive quarter, with an increase in the overall scores for each area.

The Highway Works Term Contract score for this quarter increased from 75.1 to 76.6. There has been a significant increase in the performance of PI3, reactive service, from a 2 last quarter to a 6 this quarter. This continues to be an area of focus with initiatives to improve performance being trialled and implemented.

There has also been a good performance in drainage cleansing to catch up the delay incurred in Q1.

There has been a drop in PI6, quality of workmanship. A performance improvement plan has been requested and discussions are ongoing with Lincs Laboratory.

There was also a drop in the summer maintenance performance. The bad weather over the summer did impact on the weed spraying programme in particular. A performance improvement plan has been requested, to ensure effective measures are in place to mitigate such occurrences for Y5.

The Professional Service Contract score has improved this quarter from 68.9 to 74.5. There has been a positive improvement in the score for PI7, contract notifications processed on time. There has also been an improvement in the overall performance of design and supervision (PI5). There has been a drop in client satisfaction of design service (PI8), but this remains above the minimum performance level.

The Traffic Signals Term Contract score for this quarter has increased from 84 to 94 points. There has been an improved performance in the percentage of task orders completed on

time (PI5) and in compliance with TMA (PI8). There has also been an improvement on the quotations provided within 3 weeks (PI10).

The Client score has increased from 81 to 83. There has been a significant improvement in early contractor involvement meetings occurring by the required timescale (PI4) with the score increasing from a 4 to an 8. There has been a slight drop in notifications processed on time (PI7) and highway inspections completed by the scheduled due date (PI9). These will continue to be monitored throughout Q3.

The Alliance score has also increased from 80 to 86 points. There was a slight drop in the score for KPI10 as a result of a RIDDOR incident on the Highway Works contract. There have been good discussions with the contractor and LCC teams to ensure lessons are learnt and measures put in place to avoid another incident. There has been a positive improvement in KPI3, minimising disruption to the public.

Liam McMain
November 2023

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
HWTC PI3	Tasked completed within timescales - Reactive Works	This measure continues to be monitored due to being below minimum performance level. There has been a good uplift in performance in Q2.	BB management, LCC local highways management and client team.	Ongoing
HWTC PI6	Quality assessment of workmanship	A Performance Improvement Plan (PIP) has been requested. Ongoing discussions are taking place with Lincs Laboratory.	BB management, LCC local highways management and client team.	Ongoing
HWTC PI10	Winter/Summer Maintenance	A Performance Improvement Plan (PIP) has been requested in relation to the Summer maintenance service to ensure processes are robust for next year.	BB management, LCC local highways management and client team.	Ongoing

Alliance Key Performance Indicators

Indicator Reference: Alliance KPI 1

Indicator Name (short): Asset Management Strategy

Indicator Description or Definition: This indicator is designed to gauge how successful the Asset Management Strategy has been with regards to Asset condition.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

The purpose of this Asset Management Strategy (AMS) is to:

- Formalise strategies for investment in key highway asset groups
- Define affordable service standards
- Improve how the highway assets are managed
- Enable a more effective and efficient highways service to be delivered

Methodology (measurement):

The AMS sets a plan of how Lincolnshire County Council will maintain its Asset based on financial constraints.

A performance report will be compiled annually summarising the condition of each asset group. The report will describe the result of the previous year's investment in terms of meeting the target service standards and key outcomes.

The report will also include long term predictions of levels of defects and condition and will be used to enable the council to best allocate the following years budgets and to decide whether any of the service standards contained in this plan or funding levels need to be revised.

A comparison of 'Expected Condition of Asset' is compared to 'Actual Condition of Assets' to make an assessment as to whether the Asset condition has improved or worsened in alignment with the AMS.

Calculation i.e. numerator/denominator and formula if appropriate:

Points Scale

≥0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6
 -1.5% to -1.01% = 4
 -3% to -1.51% = 2
 <-3% = 0

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Alliance KPI 2

Indicator Name (short): Creation of and Tasks Delivered against an Annual Plan

Indicator Description or Definition: An alliance Annual Plan will be agreed by the Client and Contractor. The performance of the alliance will be measured by number of works completed against this agreed Annual Plan.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: An agreed Annual Plan allows for a co-ordinated programme of works across the alliance and efficient scheduling of works.

To measure the performance of all parties in effectively programming and delivering works. To this end the Annual Plan must be agreed and a degree of ownership for each member of the alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the alliance.

Methodology (measurement): An agreed Annual Plan should be complete by 30th November each year for the follow year.

The current Annual Plan is also measured for accuracy by taking the number of jobs that have been planned for completion during the monthly period and those that have been notified as substantially complete / technically complete.

This measure takes place within the Term Maintenance Contract Management System.

Calculation i.e. numerator/denominator and formula if appropriate:

Points scale -

Having an Annual Plan agreed by -

By 30th November = 3

By 31st December = 2

By 31st January = 1

Later than 31st January = 0

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

Points Scale >95% = 7

90% to 94.9% = 6

85% to 89.9% = 5

80% to 84.9% = 4

75% to 79.9% = 3
 70% to 74.9% = 2
 65% to 69.9% = 1
 <65% = 0

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Alliance KPI 3

Indicator Name (short): Minimising disruption to the public

Indicator Description or Definition: This indicator is designed to gauge co-working and coordination between different Partners within the alliance and also co-working between Partners and National Works Promoters.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

Infrastructure Improvements involving Traffic Management can have an impact on the general public. This indicator is designed to work towards minimising possible disruptions.

Methodology (measurement):

The performance measure is calculated by looking at number of schemes, planned works and reactive works that have been completed in a quarter that involved traffic management/ road closures and calculated how many used the same Traffic Management.

e.g. Partners using the same TM to do Traffic Signals installations and surfacing at the same time. Or bridge deck / resurfacing at the same time.

This data will be generated through and Term Maintenance Contract Management System, but also from alliance Partner Managers whom can highlight where co-working and coordination has taken place.

Also any works with National Works Promoters and Partners will be included if the same Traffic Management was utilised.

Calculation i.e. numerator/denominator and formula if appropriate:

Initially there will be an annual target during Year 1 of 5 completed works involving co-ordination annually. Each quarter will be scored based on reaching this target by the end of Year 1.

Q1	Q2	Q3	Q4
1 = 10	2 = 10	3 = 10	5 = 10
0 = 5	1 = 8	2 = 7	4 = 8
	0 = 6	1 = 4	3 = 6
		0 = 2	2 = 4
			1 = 2
			0 = 0

From Year 2 there will be a requirement for 5% incremental improvement per year based on previously years total. Target for scoring will be adjusted each quarter and will be a cumulative target.

Example -

Year Target = 40

Score	Q1	Q2	Q3	Q4	Target
10	10	20	30	40	>100%
8	8	16	24	32	>80%
6	6	12	18	24	>60%
4	4	8	12	16	>40%
2	2	4	6	8	>20%

How is the target set? Reviewed annually, Target will be based on all previous Years results.

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Alliance KPI 4

Indicator Name (short): Building Social Value

Indicator Description or Definition: To ensure that Social Value is delivered throughout the service on behalf of the Client.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

The Public Service (Social Value) Act placed a formal requirement on public sector organisations to consider the economic, social and environmental benefits for communities (social value), as well as the overall cost when awarding contracts.

The purpose of this measure is to gauge whether these areas have been considered.

Methodology (measurement):

This measure will be calculated with equal weighting for each alliance partner per annum.

All alliance Partners will be required to supply data annually on the following areas.

- Adopt the **Construction Supply Chain Payment Charter** or demonstrate that all principle objectives have been adopted for all supply chain payments for all services delivered through the individual contracts.
- Number of **Apprentices employed** in delivering the service. Measurement of all alliance partners in FTEs. Measured quarterly and should be maintained or improved relative to the volume of expenditure through the total contract value.
- Estimated Spend as a percentage of total spend that goes to **local suppliers** within 20 miles of the county of Lincolnshire. (Looking for annual improvement through life of the contract)

Calculation i.e. numerator/denominator and formula if appropriate:

Year 1 will be used as benchmark for subsequent years unless a commitment has been offered as part of the tender process.

Each of the alliance Partners will be scored as follows .

Points Scales - Construction Supply Chain Payment Charter

100% of Invoices paid within 30 days= 2
 90 -100% paid within 30 days = 1
 Below 90% = 0

Points Scale – Number of Apprentices employed (as a % of workforce)
 Level Maintained or Improved = 4
 1% to 0.01% below = 3
 2% to 1.01% below = 2
 3% to 2.01% below = 1
 <3% below= 0

Points Scales - Locally Based Suppliers
 Level Maintained or Improved = 4
 1% to 0.01% below = 3
 2% to 1.01% below = 2
 3% to 2.01% below = 1
 <3% below= 0

The average score of all partners will be used as an overall score.

How is the target set? Reviewed annually.

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Alliance KPI 5

Indicator Name (short): Satisfaction with the Condition of the Highway

Indicator Description or Definition: Public satisfaction in the condition of the highway.

Data Provider: National Highways & Transport Public Satisfaction Survey

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: To directly measure a continual improvement in the perception of the people of Lincolnshire in their highway network.

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

Methodology (measurement): Annual data from NH&T Survey is produced every October.

The main purpose of this report is to show satisfaction scores from the survey of the year and highlight areas where areas changed most significantly from the previous year.

The report comprises a page of summary results, followed by a series of individual pages which show high level results for each of the main themes of the survey.

Calculation i.e. numerator/denominator and formula if appropriate:

The areas included in this score and weighting are as follows –

Accessibility – 10%

Walking & Cycling – 10%

Tackling Congestion – 10%

Road Safety – 10%

Highway Maintenance – 60%

The overall percentage is then compared to the previously year to establish if there has been an improvement.

Points Scale

>0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6

-1.5% to -1.01% = 4

-3% to -1.51% = 2

<-3% = 0

How is the target set? Target set to give incremental improvement over previous years. Baseline is set as previous year's survey score (for example baseline for 2019/20 is 2018/19 score)

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set by previous year's actual result.

Indicator Reference: Alliance KPI 6

Indicator Name (short): Efficiency of Spend

Indicator Description or Definition: This indicator is designed to gauge the efficiency of the alliance Spend when compared to other authorities

Data Provider: CQC Report

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

CQC provides a basis for measuring efficiency savings. Authorities that are able to improve their CQC Rating over time and close the gap to their minimum cost realise efficiency savings.

Methodology (measurement):

CQC Efficiency Network Results - Data is provided annually on how efficient spend has been compared to other authorities.

The CQC statistical methodology measures efficiency by allowing for factors outside an authority's control so they can be compared with others on a like for like basis.

CQC takes into account of each authority's individual characteristics and circumstances including their size and scale, service quality and customer perception and evaluates how these affect the cost of their activities.

Once these adjustments have been made CQC measures how close authorities are to the minimum theoretical cost of providing their current level of service, and expresses the difference between their current cost and this minimum potential cost, in percentage terms, as a 'CQC Rating'.

The rating is received annually.

Calculation i.e. numerator/denominator and formula if appropriate:

The annual percentage is converted into a score.

Points Scale >95% = 10
90% to 95% = 8
85% to 90% = 6
80% to 85% = 4
75% to 80% = 2
<75% = 0

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Alliance KPI 7

Indicator Name (short): Net Positive Press Coverage

Indicator Description or Definition: This indicator is designed to gauge the client / Public satisfaction with the service provided by the alliance.

Data Provider: Client

Data Enterer: Target Cost and Performance Manager

Purpose/Objective of Indicator: This indicator is designed to gauge the public satisfaction with the service provided by the alliance.

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

Methodology (measurement): Analysis of press coverage by the Client will provide this data. An agreed bespoke analysis tool has been developed by the Client and will provide a reliable measure of all Highways and Traffic related stories.

Calculation i.e. numerator/denominator and formula if appropriate:

Data provided directly from Press Team

$$100\% \times \frac{\text{Positive Stories} + \text{Neutral Stories}}{\text{Total Stories}}$$

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

Points Scale >95% = 10
90% to 95% = 8
85% to 90% = 6
75% to 85% = 4
65% to 75% = 2
<65% = 0

How is the target set? Target set to show service perception to be positive/neutral.

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

Lag occurs due to time taken for the Press team to produce the data but available within 1 month of the end of period.

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set by previous performance data at 95% positive/neutral stories

Indicator Reference: Alliance KPI 8

Indicator Name (short): Alliance Satisfaction Scoring

Indicator Description or Definition: This indicator is designed to gauge the opinion of the success of the Alliance from the partners and key supply chain.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

To allow measurement of the view of alliance Partners and key supply chain as to the success of the Alliance.

This measure is designed to gauge the satisfaction of staff working within the Alliance.

Methodology (measurement):

Alliance Partners are asked to score a survey that will gauge opinion on areas of the alliance that may include:

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

Calculation i.e. numerator/denominator and formula if appropriate:

Returned scores are entered into excel spreadsheet to give average client score, an average Partner score and an average alliance score

Baseline scores are currently set as 6.5.

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

Points scale	>7.0= 10
	6.75 to 6.99 = 8
	6.50 to 6.74= 6
	6.00 to 6.49 = 4
	5.75 to 5.99 = 2
	<5.75 = 0

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set by previous year's actual result.

Indicator Reference: Alliance KPI 9

Indicator Name (short): Reduction in Carbon Emissions and Waste

Indicator Description or Definition: This indicator is designed to monitor the amount of Carbon Emissions and Waste produced each quarter to try to ensure that there is a reduction.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

Lincolnshire County Council are in the process of renewing their Carbon Management Plan. Within this will be a target of carbon reduction of (expected 20%) from the 2016/17 baseline by Apr 2023.

All Partners of the alliance will be expected to help works towards this target

Methodology (measurement):

The alliance Partners will be expected to providing LCC with the following information:

- Electricity , Oil and Gas used by any site that they operate in Lincolnshire in the delivery of the LCC highways contract. (Consumption for Electricity and Gas needs to be in kWh's and Oil can be in Litres or kWh's so long as which is used is clearly identified).
- Fuel used by fleet vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).
- Fuel used by business vehicles including pool, hire and private vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).

Additionally all alliance Partners will be required to provide details of tonnages of waste recycled and reused from all sites.

The target for the indicator is that 98% of waste does not go to landfill, so that the environmental impact of the service is reduced.

Calculation i.e. numerator/denominator and formula if appropriate:

Part A

Data received will be compared to the Carbon Management Plan to check that carbon reduction is on track for Apr 2023

Spend, increase/decrease in workload, Priority Type will be taken into consideration when comparing data The comparison will be based on Carbon per £ spend.

For example

Budget = £40 million

Tonnes of CO₂ = 1000£ per kg = £40

Data will be supplied within 30 days of the end of the quarter in question.

Each year the target will be of 2% reduction of Carbon until 2023. At this time a new Carbon Management Plan will be in place.

All Contractors and the Client must adopt the next target when set in 2023.

Year 1 initial target will be set at a target of £39 per kg CO₂ and will be scored as follows.

>£39 = 5

>£38 = 4

>£37 = 3

>£36 = 2

>£35 = 1

Year 1 will be then used as a benchmark going forward with a 2% improvement each year being required.

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

Points scale	>On track or better = 5
	1.5% - 2% improvement = 4
	1% – 1.5 % improvement = 3
	0.5% - 1% improvement = 2
	0%- 0.5% = 1
	Up to 1% increase in carbon = 0
	Over 1% increase in carbon = -1

Part B

Numerator = Total tonnage of waste recycled or reused (X)

Denominator = Total tonnage of waste (Y)

X = % of waste recycled/Reused

Y

X(1) = % of waste reused within contract

Y

Points scale: 98% to 100% = 5pts
 96% to 98% = 4pts
 94% to 96% = 3pts
 92% to 94% = 2pts
 90% to 92% = 1pts

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set by the Carbon Management Plan

Indicator Reference: Alliance KPI 10

Indicator Name (short): Acceptable Site Safety Assessment and Reportable Accident under RIDDOR

Indicator Description or Definition: This indicator is designed to measure the safety of site work and the number of reportable accidents occurring

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: To increase the safety on sites and to reduce accidents.

Methodology (measurement): Identified through results of onsite health and safety inspections, and through the number of RIDDOR Reportable accidents

Calculation i.e. numerator/denominator and formula if appropriate:

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

95 to 100%=10

85 to 94 = 7

75 to 84%=2

> 75% =0

Additionally this indicator is designed to measure the number of RIDDOR reportable accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur, 1 point per incident.

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Client Performance Indicators

Indicator Reference: Client PI 1

Indicator Name (short): Client scheme proposals

Indicator Description or Definition: Client scheme proposals are required to be delivered to the Contractor in appropriate timescale. This is to give the Contractor adequate time to programme resources and submit an Annual Plan.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the alliance.

An agreed Annual Plan allows for a co-ordinated programme of works across the alliance and efficient scheduling of works.

Methodology (measurement): An Annual Plan should be submitted to the Service Manager for acceptance by 30th November each year for the follow year.

In order for this date to be achieved the Client is required to deliver a list of scheme proposals by 30th September each year.

Calculation i.e. numerator/denominator and formula if appropriate:

Having a proposed list of schemes issued -
By 30th September = 10
By 31st October = 7
By 30th November = 3
Later than 30th November = 0

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 2

Indicator Name (short): Variation from Annual Plan spend profile

Indicator Description or Definition: This indicator is designed to ensure that budget spends is maintained and kept on track.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: The Indicator is designed to encourage the Client to minimise variation from the accepted Plan / Programme. Reducing this variation will provide greater budget certainty to deliver ongoing and improved efficiencies. Additional one off grants/funds awarded within year shall not form part of this measure.

Methodology (measurement):

The method of measuring this indicator will be to calculate the percentage variation from target price commitments against the disaggregated budget for eight key areas.

There are eight budgets that add to this measure.

Surfacing and Patching
Surface Dressing
Reactive Works
Minor Works
Cyclical Works
Structures
Street Lighting
Traffic Signals

Each area is weighted equally within the overall score.

2% variation per budget is allowable – after that points are lost for additional variation.

Calculation i.e. numerator/denominator and formula if appropriate:

Each of the areas is measured for variation and scored a percentage for the budget being maintained.

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

The scores are then averaged to get an overall score

Points scale -

- >110% = 0
- 108 – 110% = 2
- 106 – 108% = 4
- 104 – 106% = 6
- 102 – 104% = 8
- 98 – 102% = 10
- 96 – 98% = 8
- 94 – 96% = 6
- 92 – 94 % = 4
- 90 – 92% = 2
- <90% = 0

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 3

Indicator Name (short): Client Enquiry Response Times

Indicator Description or Definition: This indicator is designed to monitor the time taken by the Client to initially respond to incoming enquiries/fault received from members of the public.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

Enquiries should not exceed prescribed amount of working days to move from initial status to the creation of a job, or a response to the public.

All members of the Client team will be expected to help works towards this target, and actively deal with enquires as they are received.

Methodology (measurement):

All enquires/faults are classed as either emergency or non-emergency when they are received.

Emergency requests require a response within 1 working day of being created. The Client will have until midnight to provide a meaningful response.

Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response. The following status codes when used on the enquiry will be considered meaningful and will generate a response to the end user.

Enq Status Code	Enq Status Name
0115	Third Party Responsibility
0120	Reassigned to Internal Dept
0135	Immediate action – make safe
0145	Inadequate Information
0150	Investigation required
0155	Investigations Ongoing
0160	Assessed - no action proposed
0175	Enforcement

0180	Cyclic Grass/Weeds Prog
0185	Drain Cleanse Prog
0200	Job Raised
0230	Further work identified
0250	Job Committed
0300	Job Complete - Resolved
0305	Job Complete – made safe
0310	Job complete – made safe TM

Calculation i.e. numerator/denominator and formula if appropriate:

- 100% = 10
- >97% = 9
- >94% = 8
- >91% = 7
- >88% = 6
- >85% = 5
- >82% = 4
- >79% = 3
- >76% = 2
- >73% = 1
- <73% = 0

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Client PI 4

Indicator Name (short): Early Contractor Involvement

Indicator Description or Definition: This indicator is designed to ensure Early Contractor Involvement takes place in a timely manner.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the alliance.

It is also gives the contractor the opportunity to plan and control resources

Methodology (measurement):

The Client should notify the Contractor at least 12 weeks prior to commencement of works that Early Contractor Involvement is required.

The Term Maintenance Contract Management System reports any ECI's and a comparison of work start date to ECI being notified to Contractor will be used to calculate a quarterly percentage.

Calculation i.e. numerator/denominator and formula if appropriate:

To measure the amount of ECI flagged to the contractor at least 12 weeks prior to the start of works.

>98% = 10

>96% = 8

>94% = 6

>92% = 4

>90% = 2

<90% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Client PI 5

Indicator Name (short): Value of Compensation Events versus Targets.

Indicator Description or Definition: A comparison of the value of Compensation Events raised against the agreed Target Price.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: This indicator is designed to encourage the Client to minimise the amount of change whilst on site. Compensation Events also disrupt Annual Plan delivery and get in the way of efficient planning.

Methodology (measurement):

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

This is measured by the Term Maintenance Contract Management System.

7% variation is allowable – after that 1 point is lost per percentage point of variation.

Additional points can be scored for improving on previous year's variation after the financial year close out.

Calculation i.e. numerator/denominator and formula if appropriate:

Quarterly the score will reflect the year to date variation.

- >93% = 10
- >92% = 9
- >91% = 8
- >90% = 7
- >89% = 6
- >88% = 5
- >87% = 4
- >86% = 3
- >85% = 2
- >84% = 1
- <83% = 0

After financial close out – an additional measure may reduce the score for the preceding 12 months, based on whether variation has improved from the previous year.

Points Scale

>0% improvement = 2

Example 1

Year 1 variation was 10%, in year 2 variation was 11% - this would result in no change to points score. Although there was no improvement, the variation was similar to the previous year.

Example 2

Year 1 variation was 10%, in year 2 variation was 9% - this would result in additional point points due to variation level improvement = +2 points

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: Client PI 6

Indicator Name (short): Total Rejected Orders

Indicator Description or Definition: Percentage of rejected orders compared to all Task Orders issued by the Client.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

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

Methodology (measurement):

The method of measuring this indicator will be to take the scheduled report from the Term Maintenance Contract Management System which details all jobs rejected and displays the reasons for rejection.

Each reason is checked and a count made of the number of jobs rejected for incomplete information.

Calculation i.e. numerator/denominator and formula if appropriate:

Report from the Term Maintenance Contract Management System will show the number of rejected orders not giving all information are counted.

1 point is lost per percentage point (maximum 10 points). The aim is to be 100% correct.

How is the target set?

By alliance agreement.

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Ideally the measure will be 100% - this is based on an ideal level of service and is aspirational.

Indicator Reference: Client PI 7

Indicator Name (short): Contract Notifications processed within required timescales.

Indicator Description or Definition: To ensure Contract Notifications are processed in a timely manner.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

Methodology (measurement):

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications processed within required timescales and will be shown as a percentage.

The aim is 98% to be processed within required timescales.

Calculation i.e. numerator/denominator and formula if appropriate:

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0225 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Decision on CE (Status 0227 to either 0228 or 0229)	Within 1 week	up to 2 weeks	Over 2 weeks
Accepting or requesting revised Quote (Status 0230 to 0245, 0265 or 0260)	Within 2 weeks	up to 4 weeks	Over 4 weeks

Passes + (Addition Passes/2)

Total Notification

- >98% = 10
- >95% = 9
- >92% = 8
- >89% = 7
- >86% = 6
- >83% = 5
- >80% = 4
- >77% = 3
- >74% = 2
- >71% = 1
- <71% = 0

How is the target set?

Annually reviewed

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓	✓	

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Indicator Reference: Client PI 8

Indicator Name (short): Percentage of abortive works

Indicator Description or Definition: This indicator is designed to ensure that the Contractor is able to deliver an efficient programme

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: The Indicator is designed to encourage the Client to minimise abortive works and inefficient time management. Reducing change will provide greater efficiency and resource certainty within the Alliance.

Methodology (measurement):

The method of measuring this indicator will be to calculate the percentage of JV schemes proposed to the Contractor that are aborted after completion of Early Contractor Involvement

Each scheme is weighted equally within the overall score.

Calculation i.e. numerator/denominator and formula if appropriate:

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

Points scale –

>99% = 10

>98% = 8

>97% = 6

>96% = 4

>95% = 2

<95% = 0

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 9

Indicator Name (short): Highways Inspections Completed

Indicator Description or Definition: This indicator is designed to measure the percentage of planned highway safety inspections and, principal and general bridge inspection, actually completed

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: To measure the effectiveness of the ability of Local Highways Areas to inspect the highways assets in accordance with agreed inspection regimes.

Methodology (measurement):

The Term Maintenance Contract Management System reports the total number of planned inspections carried out within timeframe.

Calculation i.e. numerator/denominator and formula if appropriate:

The percentage is based on inspections carried out in a quarter compared to inspection due in a quarter.

(Total number of planned general and principle inspections completed within timeframe)

+

(Total number of planned routine safety inspection completed with timeframe)

100% = 10

>98.5% = 9

>97% = 8

>95.5 = 7

>94% = 6

>92.5 = 5

>91% = 4

>89.5% = 3

>88% = 2

<88% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Client PI 10

Indicator Name (short): Value for Money

Indicator Description or Definition: This indicator is designed to monitor specific Client Teams to ensure that they are providing Value for Money in the services they provide.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

All Client Team are assessed annually to establish if Lincolnshire County Council considers them to be cost-effective. The focus is on -

Economy – Spending Less

Efficiency – Spending Well

Effectiveness – Spending Wisely

Methodology (measurement):

All Client Teams have a set of performance indicator that are monitored throughout the year in the form of an Individual Specification of what is required

The teams in question are -

Asset Management

Highway Network Management

Infrastructure Commissioning

Lincs Laboratory

Network Resilience

Streetwork Permitting

Technical Services Partnership

Annually the data collated is used in a Value for Money assessment to establish whether the team has improved from previous years.

Each Area is given a score out of 100 for Economy, Efficiency and Effectiveness.

The scores are then uses to calculate an average score for the Client Team.

The target is for this average to improve each year.

Calculation i.e. numerator/denominator and formula if appropriate:

Points Scale

>0% improvement = 10

-1% to -0.01% = 8

-2% to -1.01% = 6

-3% to -2.01% = 4

-4% to -3.01% = 2

<-4% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

The Value for Money Assessments began in 2017 – previous year's data will be used as a benchmark.

Highway Works Term Contract Performance Indicators

Indicator Reference: HWTC PI 1

Indicator Name (short): Compliance with Tendered Quality Statements

Indicator Description or Definition: This indicator is designed to measure the compliance with the tendered quality statements

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: To provide continuous improvement to the service.

Methodology (measurement):

To measure the Contractor's actual performance against the tendered quality statements and undertakings made in the tender submission.

Calculation i.e. numerator/denominator and formula if appropriate:

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

1 point will be awarded for each undertaking that has been deemed to have been completed, achieved or on track.

8 undertaking achieved = 8 (Minimum Performance Level)

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

n/a

Indicator Reference: HWTC PI 2

Indicator Name (short): Compliance of response times in respect of emergency works (emergency/urgent)

Indicator Description or Definition: This indicator is designed to measure the percentage of emergencies responded to within given timescales

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: To measure and improve the percentage of emergencies attended to within time.

Methodology (measurement):

Identified through emergencies responses reported and updated within Term Maintenance Contract Management System.

This includes the following priorities –
2 hour jobs

The contractor will where applicable submit at monthly intervals an exceptions report for consideration.

Exceptions will be considered where the attendance time is not realistic or unachievable.

These exceptions will be instances outside of the contractor's control.

Calculation i.e. numerator/denominator and formula if appropriate:

Numerator = Total number of emergencies attended within time (X)

Denominator = Total number emergencies identified (Y)

$$\frac{X}{Y} = \%$$

1 failure is permissible and will be scored as 10

After that point scale is as follows

99 to 100% = 10

98.5 to <99% = 8 (Minimum Performance Level)

97.5 to <98.5% = 6

96 to <97.5% = 4

95 to <96% = 2

<95% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous years data.

Indicator Reference: HWTC PI 3

Indicator Name (short): Tasks completed with given timescales (reactive works – 6300 Series)

Indicator Description or Definition: This indicator is designed to measure the percentage reactive works completed within agreed timescales

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: This indicator is designed to measure the percentage reactive works completed within agreed timescales.

Methodology (measurement):

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs due to be completed within timeframe.

All jobs undertaking through the 6300 series will be included in this measure.

This includes the following priorities –

Priority Code	Priority Name
E22	22 Hour (ZV) Safety
S25D	25 Day Response (ZV)
S6D	6 Day Response (ZV)
S80D	80 Day Response (ZV)
ZV63	ZV Planned (6300)

The contractor will where applicable submit at monthly intervals an exceptions report for consideration. These proposed exceptions will have been allocated the code PDEX in Confirm.

Exceptions will be considered where the completion timeframe is not realistic or unachievable.

These exceptions will be instances outside of the contractor's control.

Calculation i.e. numerator/denominator and formula if appropriate:

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

Points Scale

99-100% = 10

98-99% = 9

97-98% = 8 (Minimum Performance Level)

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous years data.

Indicator Reference: HWTC PI 4

Indicator Name (short): Tasks completed with given timescales (JV works) and programme accuracy

Indicator Description or Definition: This indicator is designed to measure the percentage of jobs with values that are planned, scheduled and completed as well as the accuracy of the annual programme.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: This indicator is designed to measure the percentage of JV works scheduled and allocated. It also tries to ensure that the annual programme of work is accurate.

Methodology (measurement):

This is identified through the Term Maintenance Contract Management System (Confirm).

Calculation i.e. numerator/denominator and formula if appropriate:

PART 4a – Planned, Allocated and Completed (JVs)

The Contractor will be required to plan and allocate all JVs within 4 weeks of the job being committed.

This will be measured through Confirm using the following status codes –

status_code	status_name
0200	Job Committed
0210	Job Planned and Allocated

The contractor will provide a Contractor Plan monthly showing allocation.

All JVs included in this measure will separately be assessed at contract year end to calculate the percentage of JV's completed within the contract year.

Jobs with value (JVs) will be included in this measure that are assigned the following priorities –

JV: Target Contr Estimate

JV: Target - SOR Priced

Emergency 22hr (JVs) are excluded as they are included in PI3.

Minor Works job types will also be excluded –

Excluded jobs types

MWRK | Drainage (Minor Works)
MWRK | Carriageway (Minor Works)
MWRK | Arboriculture Works
MWRK | Footways (Minor Works)
MWRK | Street Furniture (Minor Works)

Methodology

The PI will be calculated quarterly and all new JVs committed that are due to be planned and allocated within the quarter shall be included.

The due date will be 28 calendar day from commit date.

All JVs included in this measure will be assessed to establish if the timeframe to plan and allocate has been met.

Within 28 days = Pass

Over 28 days = Fail

Scoring Q1 – Q3

The percentage allocated within 28 calendar days will convert to the following score -

>99-100% = 10

98-99% = 9

97-98% = 8 (Minimum Performance Level)

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

Q4

All JV's included in this measure will be assessed at the contract year end to ascertain a percentage of completed works.

The PDEX process will be taken into account.

Any JV rescheduled for the followingly year will be considered a fail unless by mutual agreement.

Scoring

99-100% = 10
98-99% = 9
97-98% = 8 (Minimum Performance Level)
96-97% = 7
95-96% = 6
94-95% = 5
93-94% = 4
92-93% = 3
91-92% = 2
90-91% = 1
<90% = 0

PART 4B – Programme Assurance

The agree annual plan will be assessed throughout the year for accuracy of plan duration times of works

All schemes will be allocated an expected timeframe for completion by the Contractor. The accuracy of this will be assessed after scheme completion.

A degree of variation of time taken to complete a task order is acceptable.

For a scheme of up to 10 days in length 1 day variance is acceptable.

An additional day will be added for each subsequent 5-day band.

e.g.

Length of Works	Acceptable Variance (+/-)
1-10 days	1 day
11-15 days	2 days
16-20 days	3 days
21-25 days	4 days
26-30 days	5 days

Any agreed changes to the task are taken into account when calculating this score.

Acceptable Changes

Documented and agreed extension of time

Change in Scope
 Winter Maintenance

Not Included

Weather (not winter)
 Plant Breakdown
 Subcontractor issues
 Sickness
 Service Strikes

Workstreams Included/Discounted

WORK TYPE INCLUDED
C/WAY MICRO
CYCLEWAYS
DRAINAGE WORKS
FOOTWAY & MINOR WORKS
PATCHING
PRN / MAJOR SCHEMES
PROW FOOTWAYS
RE-GEN RECYCLING
RETREAD
RESURFACING
STREET LIGHTING
STRUCTURES
SURFACING (RES)
TRAFFIC SIGNALS
TSP ROADS
TSP DRAINAGE
RURAL ROADS DITCHES

WORK TYPE DISCOUNTED
C/WAY MICRO IRONWORK
CLLR VOLUNTEER SCHEMES
FOOTWAY MICRO
F/WAY MICRO PREP
MACHINE LINING
SD TM ORDER
SD PRE PATCHING
SURFACE DRESSING - COMBI
SURFACE DRESSING - MAIN TRAIN
CANCELLED

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

$$\frac{X}{Y} = \%$$

Due to the varying number of schemes included each quarter the point scale will adjust accordingly and have a varying scale for each point range

Points Conversion Matrix

Table to show the permissible level of schemes outside of agreed duration.

Total Schemes	Points (Total Schemes Outside of Agreed Duration)									
	10	9	8 - (MPL)	7	6	5	4	3	2	1
151-200	0-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20
126-150	0-2	3	4-5	6-7	8	9-10	11-12	13	14-15	16-17
101-125	0-1	2-3	4	5-6	7	8	9-10	11	12-13	14
76-100	0-1	2	3	4	5	6	7	8	9	10
51-75	0	1	2	3	4	5		6	7	8
41-50	0	1	2	3	4		5		6	
40>	0		1	2		3		4		5

Examples

Quarter	Total Schemes	Fails	Converted Score
1	100	2	9
2	75	2	8
3	50	2	8
4	40	2	7

Final Score

Average of Part 4a and 4b

Minimum performance 8

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous years data.

Indicator Reference: HWTC PI 5

Indicator Name (short): Percentage Task Orders carried out in compliance with TMA.

Indicator Description or Definition: This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: Ensure compliance with TMA regulations.

Methodology (measurement):

Measured by the Term Maintenance Contract Management System and the Lincolnshire permits scheme

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

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly against the amount of shadow Fixed Penalty Notices.

The target is for 99% of Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

This measure is for JVs only.

Calculation i.e. numerator/denominator and formula if appropriate:

99 - 100% = 10

96 - 99% = 8 (Minimum Performance Level)

93 - 96% = 6

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: HWTC PI 6

Indicator Name (short): Quality Assessment of Workmanship

Indicator Description or Definition: This indicator is designed to measure the compliance to agreed material standards as detailed within contract specification.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: To ensure that the quality of workmanship is at a high standard and compliant.

Methodology (measurement):

A number of sites are tested by the Client and reported compliance is used to equate the indicator score. These are

- Thickness
- Air Void
- Bond between layers
- Texture Depth (Hot Rolled Asphalt only)
- Rate of Spread of Surface Dressing Binder

Sites can be requested by the Client for investigation, but the majority of sites tested, are randomly selected.

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

The definitions used for classifying the performance of the materials, suppliers or surfacing contractors are as follows:-

- A "Complies": with the specification without reservation.
- B "Marginal": failing to comply in some respect but without significant effect on the end product or compliance is only just achieved for an important element of the specification.
- C "Poor": failure to comply in a number of respects or one respect if that is an important element of the specification.
- D "Fails": failing to comply to such an extent that the end product will provide unacceptable life /performance.

Workmanship or materials qualifying as D – Fail, is likely to render the contractor, material or source "Not Approved".

The performance indicators presented below relate to the percentage of results that achieve A or B Rankings from the total of results in that category.

For core bond analysis the following coding applies:-

- G "Good Bond": Core layer is solidly bonded to the layer below.
- P "Poor Bond": Core layer is bonded to the layer below but this bond fails during testing..
- N "No Bond": Core layer is not bonded to the layer below when core retrieved.
- B "Bottom": used to indicate the base of the tested (new) core layers. It may be used in conjunction with the above categories to indicate bond or lack thereof with any original bituminous layers found below the new works.

The performance indicator presented for core bonds is a percentage of "Good" bonds from all the results excluding any results related to the base of the tested layers and their bond to material below.

Test results are ranked A – D depending on extent of compliance/non-compliance with Ranks A and B considered acceptable and contributing towards the score.

Calculation i.e. numerator/denominator and formula if appropriate:

>

>95% =10

>90% =8

>85% =6

>80% = 4 (Minimum Performance Level)

>75% =2

<75% =0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous years data.

Indicator Reference: HWTC PI 7

Indicator Name (short): Contract Notifications and Target Price Processed within Required Timescales.

Indicator Description or Definition: To ensure Contract Notifications are processed in a timely manner.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator:

This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

Methodology (measurement):

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

Additionally this indicator is designed to measure the timescales between works being proposes, to being target costed by the contractor.

Ideally all works will be target costed no less than 4 weeks prior to Task Order start date - points will be lost for being beyond this timescale.

For the Contractor to have sufficient time to Target Cost the Client should submit the Task Order no later than 10 weeks before the scheme is due to start. If the Client fails to provide sufficient time the target costing element of that scheme will be considered a pass.

If target costing takes place within 4 weeks of scheme start, and the Client has supplied sufficient time to target cost the target costing element of the scheme will be considered to have failed.

Status code changes and time timeframes

The contract states Early Warnings should be acknowledged within two weeks of notification. Status 0220 moving to 0226.

status_code	status_name
0220	Early Warning (Client)
0226	Early Warning Acknowledged

When a Compensation Event from the Works Promotor requests quotations these need to be produced within three weeks. Status 0228 moving to 0230.

status_code	status_name
0228	CE Req Quote (61.2/4 65.1)
0230	CE Quotation Contr. (62.3)

Methodology – Contract Notifications Processed within required timeframe

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0220 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Quote Provided (Status 0228 to 0230)	Within 3 weeks	up to 6 weeks	Over 6 weeks

Passes + (Addition Passes/2)

Total Notification

The final percentage calculation will be assigned a score accordingly -

- >98% = 10
- >95% = 9
- >92% = 8 **(Minimum Performance Level)**
- >89% = 7
- >86% = 6
- >83% = 5
- >80% = 4
- >77% = 3
- >74% = 2
- >71% = 1
- <71% = 0

Methodology – Target Costing

The Client will initiate the target Costing process by assigning a Task Order to one of the following Status Codes

status_code	status_name
0160	Propose Works (To Contractor)
0130	Quotation Requested

The Contractor will action the target costing request and assign the Task Order to one of the following status codes.

status_code	status_name
0165	Proposed Works Accepted by Ctr
0135	Quotation Provided
0170	Proposed Works Rejected by Ctr

The amount of Target Costing requests will be compared to the amount actioned within 4 weeks of schemes start to establish a quarterly percentage.

All schemes where the Client failed to provide sufficient time will be considered a pass, unless the Contractor has brought the Scheme start forward of initial estimated start.

Works Accepted within 4 weeks

- 100% = 10
- >99% = 9
- >98% = 8 (**Minimum Performance Level**)
- >97% = 7
- >96% = 6
- >95% = 5
- >94% = 4
- >93% = 3
- >92% = 2
- >91% = 1
- <91% = 0

Overall Score

Average of the two scores (CEs and Works Accepted)

8 (Minimum Performance Level)

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: HWTC PI 8

Indicator Name (short): Street Lighting Service Standard

Indicator Description or Definition: This indicator is designed to measure the percentage of streetlights working within Lincolnshire

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To measure and improve the percentage of streetlights working within Lincolnshire

Methodology (measurement): Identified through measuring.

- Percentage of lights lit (a)
- Percentage of 5 and 10 day Task orders completed within time frame (b)
- Percentage of 5 and 10 day Task orders not requiring return visit (c)
- Percentage of 22hr jobs completed within timeframe (d)
- Percentage of 1,2, and 3 month Task orders completed within time frame (e)
- Percentage of Routine maintenance completed (f)
- Percentage of Salix energy saving work completed (or appropriate seasonal work) (g)

Calculation i.e. numerator/denominator and formula if appropriate:

The overall score for the indicator is based on a combination of the scores.

All 7 elements of this measure will be assigned a score out of 10 which will then be converted based on the weighting that each element has on the overall score.

The weightings of each area are as follows.

Indicator	Weighting
a	10%
b	20%
c	5%
d	5%
e	20%
f	25%
g	15%

Example Final score.

Indicator	Weighting	Quarterly Score	Converted
a	10%	10	1
b	20%	8	1.6
c	5%	8	0.4
d	5%	6	0.3
e	20%	4	0.8
f	25%	8	2
g	15%	8	1.2
		Total	7.3

Calculations

a – Percentage of lights lit

Calculation - Theoretical Days of Functional Asset (Street Lighting Units)

The total amount of asset with the following attributes feed into this measure.

SLLU', 'SLSB', or 'SLBU

- asset_type_code - SL: Street Lighting Unit
- asset_type_code - SL: Subway Lighting Unit
- asset_type_code - SL: Bulkhead Lighting

and

customer_name - Lincolnshire County Council

A quarter is assumed to be 92 days in length.

The total amount of assets are multiplied by 92 to calculate the theoretical days of functional asset in the quarter

e.g 50,000 assets = 50,000 x 92 = 4,600,000 theoretical days of functional asset

Calculation – Estimated Days of None Functional Asset (Street Lighting Units)

All completed 5 and 10 jobs in the quarter with the following attributes feed into this measure –

SLLU', 'SLSB', or 'SLBU

asset_type_code - SL: Street Lighting Unit

asset_type_code - SL: Subway Lighting Unit
 asset_type_code - SL: Bulkhead Lighting
 and

customer_name - Lincolnshire County Council

All completed jobs are assessed to establish amount of days for job to be complete. This is from Order Commit to Complete.

An additional time per fault is added as an assumption for time for Night Scout or Member of Public to report fault. This is set as 18 days.

All assessed jobs are totalled to establish a final total for the quarter for the estimated days of none functional assets.

e.g.

	Order Commit to Complete	Night Scout/ MOP	Total days
Job 1	5	18	23
Job 2	4	18	22
Job 3	9	18	27
		Total Days	72

Final Calculation - % of lights lit

Theoretical Days of Functional Asset is compared to Estimated Days of None Functional Asset to calculate a theoretical percentage for the quarter.

$$\frac{(\text{Theoretical Days of Functional Asset}) - (\text{Estimated Days of None Functional Asset})}{\text{Theoretical Days of Functional Asset}}$$

The final percentage is then scored according –

- ≥99.50% = 10
- ≥99.40% = 8
- ≥99.30% = 6
- ≥99.20% = 4 (Minimum Performance Level)**
- ≥99.10% = 2

b - Percentage of 5 and 10 day Task orders completed within agreed timescales

All 5 and 10 jobs due in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
S5D	S/L 5 Days (ZV)
SMOP	S/L 10 Days (ZV)

A 5 day job will have 5 working days to be completed (7 calendar days), a 10 day job will have 10 working days to complete (14 calendar days).

Jobs will be classed as completed and passed if moved to one of the following status codes within timeframe.

- 0315 Job Pending Spec Contractor
- 0340 Third Party - Electricity Supp
- 0400 Job | Complete
- 0405 Job | Complete-Made Safe
- 0410 Job | Complete-Further Wrk Req

Outside of timeframe will be classed as a fail.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

Methodology

The total job due in the quarter will be compared to the total jobs completed within timeframe.

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

The final percentage will score as follows –

≥90% = 10
≥80% = 8
≥70% = 6
≥65% = 4 (Minimum Performance Level)
≥60% = 2

c - Percentage of 5 and 10 day Task orders completed without a return visit within the quarter

Ideally all 5 day and 10 day jobs will be resolved as a first fix. This measure is monitor the level of jobs requiring a return visit.

All 5-, and 10-days jobs completed in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
S5D	S/L 5 Days (ZV)
SMOP	S/L 10 Days (ZV)

Any Task Order that has been assigned the following Confirm status code will feed into this measure -

status_code	status_name
0415	Inspected - Follow up required

A percentage of returns is calculated as follows.

Total 5 and 10-day jobs completed and assigned status 0415
5 and 10 jobs completed

The percentage will score as follows –

≥95% = 10
≥90% = 8
≥85% = 6
≥80% = 4 (Minimum Performance Level)
≥75% = 2

d - Percentage of 22hr jobs completed within timeframe

All 22 hr street lighting jobs due in the quarter feed into this measure.

The contract area code included is -

contract_area_	code	contract_
SL		Street Lighting

The priority code included is –

priority_code	priority_name
E22	22 Hour (ZV) Safety

All 22hr jobs will be assessed to establish if they have been completed in acceptable timeframe.

A degree of variance is acceptable, and all jobs completed by the end of the next working day after being committed will be classed as completed within timeframe.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

Methodology

The total 22hr job due in the quarter will be compared to the total 22hr jobs completed within timeframe. The final percentage will score as follows –

Total 22hr jobs completed in timeframe
Total 22hr jobs due in quarter

≥98% = 10

≥95% = 8

≥90% = 6

≥85% = 4 (Minimum Performance Level)

≥80% = 2

e - Percentage of 1,2, and 3 month Task orders completed within the quarter

All 1, 2 and 3 Month jobs due in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
1M	S/L 1 Month (1M)
2M	S/L 2 Months (2M)
3M	S/L 3 Months (3M)

All jobs will have a target due date assigned after being committed based on the priority type.

Jobs will be classed as completed and passed if moved to following status codes within timeframe.

- 0315 Job Pending Spec Contractor
- 0340 Third Party - Electricity Supp
- 0400 Job | Complete
- 0405 Job | Complete-Made Safe
- 0410 Job | Complete-Further Wrk Req

Task Order will be classed as a pass if completed by the target date. Outside of this timeframe the Task order will be classed as a fail.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

Methodology

A quarterly score will be identified through comparing the total amount of work orders completed within agreed timescales, to the total amount of work orders due to be completed.

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

The final percentage will score as follows –

- ≥90% = 10
- ≥80% = 8
- ≥70% = 6
- ≥65% = 4 (Minimum Performance Level)
- ≥60% = 2

Parts f & g (linked)

Each year the routes for routine maintenance will be determined, this will provide a total number of assets to be completed that year, plus any carried forward works from the previous year.

The routes will be assessed by the Client, who will determine the number of sox replacements required on each route, funded by Salix. This will form the total annual number required for Part g. The assets not identified for sox replacement will require routine maintenance (Part f).

The routes will be made available by the Client at agreed intervals throughout the year to allow for materials to be purchased and resource to be allocated.

The total quantum of assets identified for routine maintenance for that year (based on the agreed routes, and any carried forward), will be divided by 4 to give an estimated number of assets to be serviced each quarter.

From this quarterly amount, the estimated amount of Salix sox replacements will be split out to form the estimated quarterly target for Part g. The remaining quarterly volume will form the estimated target for Part f.

Each quarter, this estimated target will be reconciled based on the assets available to service from the information from the routes available.

Methodology

f – Percentage of routine maintenance completed

This measure is cumulative and is treated as year to date.

Whilst targets are set for an annual period they can be for a longer term by mutual agreement

The quarterly target for assets will be split into Routine Maintenance and Salix works – the target been based around Salix availability.

Target adjusted as per orders being available to reflect asset replacements due on routes available.

A percentage is calculated as follows:

Reconciled number of routine maintenance completed (including carry forward)

Actual number of routine maintenance completed

The final percentage will score as follows –

100% = 10
>95% = 8
>90% = 6
>85% = 4 (Minimum Performance Level)
>80% = 2

g – Percentage of Salix energy saving work completed (or appropriate seasonal work)

This measure is cumulative and is treated as year to date.

Whilst targets are set for an annual period they can be for a longer term by mutual agreement

The quarterly target for assets will be split into Routine Maintenance and Salix works – the target been based around Salix availability.

Target adjusted as per orders being available to reflect asset replacements due on routes available.

A percentage is calculated as follows:

Reconciled number of Salix sox replacements completed (including carry forward)

Actual number of Salix sox replacements completed

The final percentage will score as follows –

100% = 10
>95% = 8
>90% = 6
>85% = 4 (Minimum Performance Level)
>80% = 2

Total Score

Each Element will be score out of 10 and then adjusted based on the agreed weightings.

Example

Indicator	Weighting	Quarterly Score	Converted
a	10%	10	1
b	20%	8	1.6
c	5%	8	0.4
d	5%	6	0.3
e	20%	4	0.8
f	25%	8	2
g	15%	8	1.2
		Total	7.3

Minimum Performance Level = 4

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark has yet to be set but will be based on knowledge of Lincolnshire's street lighting asset.

Indicator Reference: HWTC PI 9

Indicator Name (short): Drainage Cleansing Maintenance

Indicator Description or Definition: This indicator is designed to measure the percentage of drainage cleansing that has been fully completed.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 8

Purpose/Objective of Indicator: To measure the effectiveness of the contractor's ability to plan and programme cyclic maintenance operations.

Methodology (measurement):

Biennial programme is to be made up of maintenance area's/routes that will be given a target cleanse date.

Each quarter a target cleanse of cyclical maintenance will be agreed which should be based on the annual programme produced at the beginning of the financial year.

As per the contract specification, maintenance area's/routes should be completed in full where practicable in accordance with the measures of this performance indicator.

Where on-street parking of vehicles restricts access on site the Contractor will plan a return visit to clean Gullies/offlets/catchpits missed in the original schedule within two weeks.

The Client will provide a list of streets that are known to be difficult to cleanse due to high volume of vehicles parked regularly (the parked up list). By agreement the Contractor is only required to attempt cleansing once on these streets if sufficient effort has been made to warn local residents of pending arrival (signage and letter drop as appropriate).

Assets will be considered a pass for purposes of the PI (not for payment purposes) when cleanse or under certain other scenarios as follows -

- Cleaned
- Jammed lid
- Vehicle over when 2 visits are recorded
- Height restriction
- Width restriction
- Locked asset
- Road works (medium to long term road works only, assets with short duration road works should be revisited)

- Remote asset
- Private Property
- Obstruction
- Parked vehicle (on streets on parked up list where evidence of signing provided)

An asset will be deemed to have failed if:

- Not found
- Other
- Vehicle over (only one visit)
- Parked vehicle (on streets not on parked up list should be recorded as VO and two visits)

Any shortfall or excess from a previous quarter will adjust the target for the current quarter and will be considered as additional outstanding or already completed.

Any asset deemed not found will be further investigated by Lincolnshire County Council to be removed from the asset list, rescheduled, or left as a failure as deemed appropriate. If the asset is removed from the asset list, then the target for that month will be reduced accordingly.

The Client shall, where possible, attempt to resolve issues that have been highlighted where an asset cannot be cleansed. If possible, the asset will be made available to cleanse during the next programme of maintenance.

Calculation i.e. numerator/denominator and formula if appropriate:

Assets deemed passed during the quarter / Target number of assets due in the quarter expressed as a percentage.

Point Scale

- >95% = 10
- 90-95% = 8 (Minimum Performance Level)**
- 80-90% = 6
- 75-80% = 4
- 70-75% = 2
- <70% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Target to be agreed annually

Indicator Reference: HWTC PI 10

Indicator Name (short): Winter/Summer Maintenance

Indicator Description or Definition: To ensure that aspect of Winter and Summer operations are adhered to.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = (a) Winter: 8

(b) Summer: 10

Purpose/Objective of Indicator:

This indicator is designed to measure that the network remain safe and operational during the winter, and that routine programme of maintenance is maintained during the summer.

Methodology (measurement):

Winter Maintenance

Precautionary Salting

During the winter season (Oct-Mar) Precautionary Salting of the Network will be instructed by the Client when the Road Weather Forecast indicates a risk of snow or ice hazards on the network.

The response time is defined as the period between issuing instructions to carry out salting and the vehicles are loaded, manned and ready to leave the operating centre.

On all precautionary salting operations and post salting, the response time shall not exceed one hour unless approved by the Service Manager regardless of the time of day or night that the instruction is given.

The Contractor shall ensure that all manpower engaged upon these operations can achieve this specified response time and provide details to the Service Manager.

Summer Maintenance

During the summer season the contractor is required to carry out seasonal maintenance.

Rural Mowing, Urban Mowing

The Contractor shall programme their works to be carried out on dates set by the Contract Administration between 1 March and 31 October.

The anticipated two cut dates will be:

Cut one – Start on first week of May and be completed within five weeks.

Cut two – Start on first week of September and be completed within five weeks.

The anticipated three cut dates will be:

Cut one – Start on last week last week of April and be completed within five weeks.

Cut two – Start on third week of June and be completed within five weeks.

Cut three - Start on first week of September and be completed within five weeks.

The start date may be varied by plus/minus 2 weeks due to seasonal growth and the Contractor should have the flexibility to accommodate any such decision.

Weed Control

The programming of work is based on two treatment cycles of the whole Network per year. The dates for each cycle will be dependent on the growth conditions, times of treatment will be notified and the plan will be agreed (typically this will be during the last two weeks of April and the months of May and June for the first cycle, and the months of August, September and the first two weeks of October for the second cycle).

Calculation i.e. numerator/denominator and formula if appropriate:

Winter (Oct-Mar)

100% of Drivers to be available within 1 hours of request - (85% on a Snow Day)

100% = 10

>98% = 8 (Minimum Performance Level)

>95% = 6

>92% = 4 >90% = 2

<90% = 0

Summer (April - September)

Points are awarded for progress against the agreed programme of summer maintenance each quarter (Rural Mowing, Urban Mowing, Weed Control).

All three programmes on/ahead of specified timeframe = 10 (Minimum Performance Level)

Two programmes on/ahead of specified timeframe. One programme behind by less than one week = 8

One programme on/ahead of specified timeframe. Two programmes behind by less than one week = 6

Any programme more than 1 week but less than 2 weeks behind specified timeframe = 5

One programme more than 2 weeks behind specified timeframe = 4 (Minimum Performance Level)

Two/three programmes more than 2 weeks behind specified timeframe = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Traffic Signals Term Contract Performance Indicators

Indicator Reference: TSTC PI 1

Indicator Name (short): Compliance with Tendered Quality Statements

Indicator Description or Definition: This indicator is designed to measure the compliance with the tendered quality statements

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To provide continuous improvement to the service.

Methodology (measurement):

To measure the Contractor's actual performance against the tendered quality statements and undertakings made in the tender submission.

Calculation i.e. numerator/denominator and formula if appropriate:

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

1 point will be awarded for each undertaking that has been deemed to have been completed, achieved or on track.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

7 achieved = 4 (Minimum Performance Level)

6 achieved = 2

Less than 6 = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

n/a

Indicator Reference: TSTC PI 2

Indicator Name (short): Spare Stock Assurance

Indicator Description or Definition: Colas will ensure that a stock of spare equipment is held within their Grantham depot and is maintained at an acceptable level.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: This indicator is designed to ensure that a level of spare stock will always be maintained within their Grantham depot.

Methodology (measurement):

The Contractor is required to ensure that a stock of spare equipment and parts is always available when required and is replenished in a timely manner.

Before each contract year a minimum level of stock will be agreed with the Client on a Stock List for the following year.

The Stock List will be updated weekly and the need for stock replenishment will be highlighted by the Contractor.

Any item less than £3000 can be ordered by the Contractor and the replacement order will be recorded in Confirm on the monthly rechargeable high level order.

Any items costing more than £3000 can be placed when agreed by the Client.

The Client reserves the right to carry out periodic reviews of stock being held in Grantham Depot.

Calculation i.e. numerator/denominator and formula if appropriate:

The Stock List is maintained by the Contractor and scoring will be based on monthly rechargeable orders being placed to replenish any items dropping below the minimum levels.

The Contractor is required to place an order within two weeks of advising that stock has dropped below agreed minimum level.

Scoring will be based on orders being placed to replenish stock. Points will be lost for the order being placed after two weeks has expired.

Total item orders required – Orders placed after 2 weeks
Total item orders required

Points Scale

- 100% = 10
- 95 % = 8
- 90% = 6 (Minimum Performance Level)**
- 85% = 4
- 80 % = 2

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This measure is a new addition

Indicator Reference: TSTC PI 3

Indicator Name (short): Compliance of attendance times in respect of emergency works (emergency/urgent)

Indicator Description or Definition:

This indicator is designed to measure the number of emergencies attended to within given timescales

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To measure and improve the contractor's performance with regard to emergencies attended to within contract timescales.

Methodology (measurement):

Identified through emergencies responses reported and updated within the Traffic Signals Fault Contract Management System.

An Emergency Fault shall be an "all signals out" fault or any other fault considered by the Client to be a danger to the public.

The attendance time to attend this type of fault is 2 actual hours.

Points are deducted for every emergency fault attendance time that is not met per quarter.

0 = 10

1 = 6

2 =4 (Minimum Performance Level)

>2 = 0

How is the target set?

By agreement – and revised annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Indicator Reference: TSTC PI 4

Indicator Name (short): Number of Faults Cleared within Contract Timescales

Indicator Description or Definition: This indicator is designed to measure the ability to clear faults within the specified timescales.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 5

Purpose/Objective of Indicator: To ensure faults are rectified within contract timescales.

Methodology (measurement):

Measured by the Traffic Signal Fault Management System

When a fault is raised the fault will be resolved within contract timescales.

The target is for 99% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

Calculation i.e. numerator/denominator and formula if appropriate:

99 - 100% = 10

98.5 - 99% = 8

98.0 - 98.5% = 6

97.5 - 98.0% = 5 (Minimum Performance Level)

97.0 - 97.5% = 4

96.5 - 97.0% = 3

96.0 - 96.5% = 2

95.5 - 96.0% = 1

Less than 95.5% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 5

Indicator Name (short): Percentage of Task Orders Completed on Time

Indicator Description or Definition: This indicator is designed to measure the amount of task orders completed on time where the Client has specified the completion date.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: To measure and improve the percentage of work orders completed within the agreed timescales.

This indicator is also designed to measure the sites that are fully complete and ready for an onsite acceptance testing.

This measure does not include reactive works.

Methodology (measurement):

Measured by the Term Maintenance Management System.

The target is for 99% of orders to be completed in agreed timescales.

Points are lost for being under this benchmark.

A Task Order will be deemed a fail if the target date has passed and the task order has not been completed.

Calculation i.e. numerator/denominator and formula if appropriate:

At target date all Task Orders will be classed as a fail or pass based on the target date being achieved and the site being fully complete and ready.

99 - 100% = 10

98 - 99% = 8

95 - 98% = 6 (Minimum Performance Level)

92 - 95% = 488 - 90% = 2

Less than 88% = 0

Minimum Performance Level = 6

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 6

Indicator Name (short): Percentage of Refurbishment Works (Capital Works) completed free of remedial works

Indicator Description or Definition: This indicator is designed to measure the amount of Refurbishment Works (Capital Works) completed without the need to return for remedial works.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: To measure and improve the percentage of Refurbishment Works (Capital Works) completed without the need to return for remedial works, ensuring efficiency of resources and network.

Methodology (measurement):

At initial completion of the scheme a takeover checklist review of the works will be undertaken to ensure that all requirements of the works have been carried out.

Ideally there will be no issues to be rectified, however the Contractor is required to rectify any failings within 10 working days of the checklist review.

Calculation i.e. numerator/denominator and formula if appropriate:

Each completed Refurbishment Works will undergo a Traffic Signals Site Acceptance/ Takeover Check list review.

Points are deducted for every Refurbishment Works (Capital Works) requiring a return for remedial works in a quarter.

When any outstanding issues have been rectified each Refurbish Works scheme will be scored as follows – (Change to working days)

No Issues at Checklist review on all completed scheme = 10

All issues rectified with 5 working days = 8 points

All issues rectified within 10 working days = 6 (Minimum Performance Level)

All issues rectified within 15 working days = 4

All issues rectified within 20 working days = 2

Some issues not rectified within 20 working days= 0

The final score will be the average of schemes completed in the quarter.

Example -

	Points
Scheme 1	10
Scheme 2	10
Scheme 3	6
Scheme 4	0
Average Points	6.5

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: TSTC PI 7

Indicator Name (short): Percentage faults resolved at the first visit.

Indicator Description or Definition: This indicator is designed to measure the amount of tasks resolved with the need for only one visit.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To measure and improve the percentage of faults resolved after just one visit.

Methodology (measurement):

Measured by the Traffic Signal Fault Management system and the Contractor.

The target is for 99% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

Calculation i.e. numerator/denominator and formula if appropriate:

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 - 97% = 4 (Minimum Performance Level)

95 - 96% = 2

Less than 95% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 8

Indicator Name (short): Percentage Task Orders carried out in compliance with TMA.

Indicator Description or Definition: This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: Ensure compliance with TMA regulations.

Methodology (measurement):

Measured by the Traffic Signals Fault Management System and the Lincolnshire permits scheme.

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

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

The target is for all Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

Calculation i.e. numerator/denominator and formula if appropriate:

Points are deducted for every task order not carried out in compliance with TMA.

0 fails = 10

1 fail= 6 (Minimum Performance Level)

2 fails = 4

>2 = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 9

Indicator Name (short): Percentage annual inspections completed per contract year.

Indicator Description or Definition: This indicator is designed to measure the percentage of site inspections carried out each year.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To ensure that all site inspections are carried out annually on all sites

Methodology (measurement): All of the Traffic Signals site based assets in Lincolnshire require an annual inspection to be carried out and reported back to the Client.

Quarterly target inspection levels will be based on a cumulative total for the financial year.

This is to ensure 100% are completed by year end.

The targets will be set as follows -

Q1 – 25% completed

Q2 – 50% completed

Q3 – 75% completed

Q4 – 100% completed

At the end of each quarter the target is compared to the actual amount of inspections that have taken place to see if we are on course for all inspections to be achieved.

Calculation i.e. numerator/denominator and formula if appropriate:

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

Behind target = 4 (Minimum Performance Level)

Q4

100% Inspections completed = 10

Less than 100% = 0

How is the target set?

By agreement – and revised annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is based on performance from previous years.

Indicator Reference: TSTC PI 10

Indicator Name (short): Percentage of Quotations provided within 3 weeks.

Indicator Description or Definition: This indicator is designed to measure the amount of quotations provided in a timely manner.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To monitor the timeliness of quotations being provided to the Client. Quotations are required to be provided with 3 calendar weeks.

This measure does not include reactive works.

Methodology (measurement):

Measured by the Term Maintenance Management System (Confirm)

The status codes that are used within this measure are -

0130 Quotation Requested

0135 Quotation Provided

A Quotation request will be deemed a failure if 3 calendar weeks has passed, and no quotation has been provided. The target is 99%.

Points are lost for being under this level.

Calculation i.e. numerator/denominator and formula if appropriate:

Quotations provided within 3 weeks.

100% = 10

>99% = 8

>98% = 6

95 - 98% = 4 (**Minimum Performance Level = 4**)

90 - 95% = 2

90% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Professional Services Partnership Performance Indicators

Indicator Reference: PSP PI 1

Indicator Name (short): Compliance with Tendered Quality Statements

Indicator Description or Definition: This indicator is designed to measure the compliance with the tendered quality statements

Data Provider: Consultant

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: To provide continuous improvement to the service.

Methodology (measurement):

To measure the Consultant's actual performance against the tendered quality statements and undertakings made in the tender submission.

Calculation i.e. numerator/denominator and formula if appropriate:

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved or on track.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6 (Minimum Performance Level)

7 achieved = 4

6 achieved = 2

Less than 6 = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

n/a

Indicator Reference: PSP PI 2

Indicator Name (short): Continuous Improvement and Innovation

Indicator Description or Definition: This indicator is designed to encourage innovations and improvements in the service.

Data Provider: Consultant

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: The Consultant actively seeks out, identifies and implements improvements, innovations and efficiencies on an on-going basis in order to constantly improve the service provided and ensure that the contract remains best value for the Client.

Methodology (measurement):

The Consultant provides examples and/or case studies on an annual basis that shows how they have achieved innovations and improvements in the service and also demonstrates the cost and time benefits.

Each example and/or case study outlines:

- The detail of the improvement, innovation or efficiency
- The cashable saving, or improvement in the service
- The methodology employed to capture the actual cashable savings, or improvements to the service

Calculation i.e. numerator/denominator and formula if appropriate:

Initially in Year 1 the Consultant will be expected to provide case studies that show a saving. A Score will be awarded based on total cases studies per annum.

>20 = 10

17- 19 = 8

14 – 16 = 6

11 – 13 = 4 (Minimum Performance Level)

8 – 10 = 2

< 8 = 0

The case studies will be split into Design or Construction based with each being given a cashable saving value.

The total cashable saving from Year 1 will be used as a benchmark for subsequent years with a requirement for continuous improvement going forward of 2% cashable saving annually.

The case studies will be signed off and agreed by the Service Manager. Percentages for Design case studies and Construction case studies will be averaged to provide a combined score for Year 2 onwards.

>2% improvement = 10

1 to 2% improvement = 8

0 to 1% improvement = 6

-1 to 0% improvement = 4 (Minimum Performance Level)

-2 to -1% improvement = 2

-3 to -2 % improvement = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
			✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: PSP PI 3

Indicator Name (short): Accuracy of Task Order Price Proposal

Indicator Description or Definition: To measure the accuracy of Task Order Price Proposals.

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

This indicator is designed to measure the accuracy of Professional Services Price Proposals against the actual out-turn costs (taking into account any agreed changes).

Methodology (measurement):

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Price Proposal is compared to the out-turn cost of the task to establish the accuracy of the proposal. (Excludes supervision costs)

Any agreed changes to the Price Proposal are taken into account during this process.

Calculation i.e. numerator/denominator and formula if appropriate:

Each Task Order completed in the quarter adds to this measure

- Agreed price prior to commencement of work (A)
- Agreed changes (B)
- Actual out-turn cost (C)

Method of Calculation

$$PI = \frac{1 - C - (A + B)}{(A + B)} \times 100$$

Interpretation

Value of PI=

100%; Out-turn costs equal agreed price.

Greater than 100%; Out-Turn costs less than agreed price.
 Less than 100%; Out-turn cost greater than agreed price.

Each design is then scored -

- >150%=0
- 125-150%=2
- 111-125%= 4 (Minimum Performance Level)**
- 101-110%=6
- 90-100%=10
- 80-89%=8
- 75-79%=6
- 55-75%= 4 (Minimum Performance Level)**
- <55%=2

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Based on previous years

Indicator Reference: PSP PI 4

Indicator Name (short): Ability to Meet Agreed Timescales to Complete a Task Order

Indicator Description or Definition: This indicator is designed to measure the time taken to complete a Task Order compared to agreed timescales for this process (taking into account any agreed changes)

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Methodology (measurement):

The actual time taken to complete a Task Order is compared to the agreed timescale.

Any agreed changes to the task are taken into account.

Calculation i.e. numerator/denominator and formula if appropriate:

Each Task Order completed in the quarter adds to this measure

- The target delivery date (A)
- Agreed duration adjustment in days (B)
- Actual date Task Order completed (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + C)} \times 100$$

Interpretation

Value of PI=

- 100%; Work completed on agreed date.
- Greater than 100%;- Work completed after agreed date
- Less than 100%;- Work completed before agreed date

Each design work is then scored -

- >150%=0
- 125-150%=2
- 110-125%= 4 (Minimum Performance Level)**
- 100-110%=6
- 90-100%=10
- <90%=8

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Based on previous years

Indicator Reference: PSP PI 5

Indicator Name (short): Overall Performance of Design and Supervision

Indicator Description or Definition: Quality of Design and Supervision relative to final out-turn works cost

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

To measure the quality of the design and supervision service.

Methodology (measurement):

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

The out-turn works cost of a project is compared to the awarded tender value.

An account is taken of any changes to the works which are outside of TSP's control. For example changes to the scope of the work instructed by the Client.

Calculation i.e. numerator/denominator and formula if appropriate:

Each project completed in the quarter adds to this measure

- Awarded Tender Value (A)
- Changes to cost outside of the Consultant's control (B)
- Actual out-turn cost. (Agreed final account) (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + B)} \times 100$$

Interpretation

Value of PI=

100%; Out-turn cost is equal to the awarded tender value.
 Greater than 100%; Out-turn cost less than the awarded tender value.
 Less than 100%; Out-turn cost greater than the awarded tender value.

Each project is then scored -

- >135%=0
- 130-135% =2
- 125-130%= 4 Minimum Performance Level**
- 120-125%=6
- 115-120%=8
- 85-115%=10
- 80-85%=8
- 75-80%=6
- 70-75%=4 (Minimum Performance Level)**
- 65-70%=2
- <65%=0

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Based on previous years

Indicator Reference: PSP PI 6

Indicator Name (short): Accuracy of Pre-Tender Works Cost Estimating

Indicator Description or Definition: The indicator is a comparison of the Pre-Tender Works Cost Estimate against the lowest assessed Tender Value.

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

To measure the accuracy of Pre-Tender Works Cost estimating.

Methodology (measurement):

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Pre-Tender works cost estimate is compared to the lowest submitted assessed tender for the project or the agreed Task Order target (if delivered within the alliance)

Calculation i.e. numerator/denominator and formula if appropriate:

Each awarded tender in the quarter adds to this measure.

- Pre-tender works cost estimate (A)
- Assessed Tender Value (B)

Method of Calculation

$$PI = \frac{B - A}{B} \times 100$$

Interpretation

Value of PI=

100%; Pre-Tender Works Cost Estimate equal to Assessed Tender Value.

Greater than 100%; Pre-Tender Works Cost Estimate less than Assessed Tender Value.
 Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.

Each construction work is then scored -

- >135%=0
- 130-135% =2
- 125-130%= 4 (Minimum Performance Level)**
- 120-125%=6
- 115-120%=8
- 85-115%=10
- 80-85%=8
- 75-80%=6
- 70-75%= 4 (Minimum Performance Level)**
- 65-70%=2
- <65%=0

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: PSP PI 7

Indicator Name (short): Contract Notifications Processed within Required Timescales.

Indicator Description or Definition: To ensure Contract Notifications are processed in a timely manner.

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 5

Purpose/Objective of Indicator:

This indicator is designed to ensure that TSP element of the Consultant complies with the Term Maintenance contract management processes when supervising and managing works within the alliance and that they are carried out in an efficient and effective manner.

Methodology (measurement):

This measure only relates to the Mixed Economy Model (LCC and PSP Staff).

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System (Confirm).

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

Calculation i.e. numerator/denominator and formula if appropriate:

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0225 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Decision on CE (Status 0227 to either 0228 or 0229)	Within 1 week	up to 2 weeks	Over 2 weeks
Accepting or requesting revised Quote (Status 0230 to 0245, 0265 or 0260)	Within 2 weeks	up to 4 weeks	Over 4 weeks

Passes + (Addition Passes/2)

Total Notification

Contract Notifications processed within required timescales

>98% = 10

>95% = 9

>92% = 8

>89% = 7

>86% = 6

>83% = 5 (Minimum Performance Level)

>80% = 4

>77% = 3

>74% = 2

>71% = 1

<71% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: PSP PI 8

Indicator Name (short): Client Satisfaction of Design Service

Indicator Description or Definition: Client satisfaction on completion of design service based on responses to questionnaires.

Data Provider: Client and Consultant (TSP)

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

To measure Client Satisfaction with the design service

Methodology (measurement):

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

After the design or supervision phase of a project has been completed, a Client satisfaction questionnaire is sent by the Technical Services Partnership to the Client team so that a score can be awarded for the design.

Examples of the design and supervision questions are as follows:

Technical Services Partnership Customer Satisfaction Questionnaire - Design	
Q1	Your name:
Q2	Project Title:
Q3	Project Number:
Q4	Lead Designer Engineer:
TSP's Performance	
Q5	Meeting overall requirements of the agreed brief (please select from 1 - 10)
Q6	Comments
Q7	Timely delivery of agreed outputs (please select from 1 - 10)
Q8	Comments
Q9	Delivering outputs with agreed fee (please select from 1 - 10)
Q10	Comments
Q11	Quality (fit for purpose) of outputs delivered (please select from 1 - 10)
Q12	Comments

Q13	Effective and timely change control (please select from 1 - 10)
Q14	Comments
Q15	Approach to communication and co- ordination (please select from 1 - 10)
Q16	Comments
Q17	Management of Health and Safety risks and issues (please select from 1 - 10)
Q18	Comments
Q19	Management of other risks (please select from 1 - 10)
Q20	Comments
Q21	Was there anything that went particularly well on this project?
Q22	If Yes, please detail here:

	Technical Services Partnership Customer Satisfaction Questionnaire - Supervision
Q1	Your name:
Q2	Project Title:
Q3	Project Number:
Q4	Lead Designer Engineer:
	TSP's Own Role and Responsibility
Q5	Meeting overall requirements of the agreed brief (please select from 1 – 10)
Q6	Comments
Q7	Timely undertaking of roles and responsibilities (please select from 1 – 10)
Q8	Comments
Q9	Delivering roles and responsibilities within agreed fee (please select from 1 – 10)
Q10	Comments
Q11	Effectiveness of meeting roles and responsibilities (please select from 1 – 10)
Q12	Comments
Q13	Effective and timely change control (please select from 1 – 10)
Q14	Comments
Q15	Approach to communication and co-ordination (please select from 1 – 10)
Q16	Comments
Q17	Management of Health and Safety risks and issues (please select from 1 – 10)
Q18	Comments
Q19	Management of other risks (please select from 1 – 10)
Q20	Comments
	TSP's Control of Works Delivery
Q21	Delivery of works, including snagging (please select from 1 – 10)
Q22	Comments
Q23	Final scheme works cost monitored and managed (please select from 1 – 10)
Q24	Comments
Q25	Works meeting requirements of agreed brief (please select from 1 – 10)

Q26	Comments
Q27	Was there anything that went particularly well on this project? (select from 1 – 10)
Q28	If Yes, please detail here:

The questions will be scored in accordance with the interpretation below:

Score		
Excellent	Totally satisfied. Excellent service	10
Very Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations.	6
Average	Minimum level of service. Only just meets expectations. Neither satisfied nor dissatisfied.	4
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

All Task Orders for which a design has been completed in that quarter are to be included with the score

All questionnaires received within the quarter will be scored for the Design Service to determine an average score for the quarter.

Calculation i.e. numerator/denominator and formula if appropriate:

All questionnaires received are separated to take into account of the cost for the individual Task Order. They will be separated as follows -

- Below 10k
- 10k-50k
- 50k-100k
- Greater than 100k

Each pot of questionnaires will equate to 25% of the total score for the quarter.

If there is no response in a band in a quarter it will be discounted. The other bands will be adjusted accordingly to keep equal weighting.

Each questionnaire is scored for the Design Service as follows -

- Total score of questions answered.
- Number of questions answered.

Then the scores of all Questionnaires are averaged to get an overall score for each cost range for Task Order.

Total of average scores from questionnaires
 Total number of questionnaires

The average score for each of the four ranges then converts to a score for the Indicator as follows

Average	Converted Score
>9.5	10
>8.5	8
>6.5	6
≥5	4 (min performance)
<5	2
<4	0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Based on previous years

Indicator Reference: PSP PI 9

Indicator Name (short): Continuity of Key Staff

Indicator Description or Definition: Ability to retain key staff.

Data Provider: Consultant and Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 7

Purpose/Objective of Indicator:

To maintain the added value to the service by retaining key members of staff.

Methodology (measurement):

To measure the impact of the loss of a key member of staff to the overall service.

Calculation i.e. numerator/denominator and formula if appropriate:

Throughout the design and works phase of a project a Client satisfaction questionnaire is sent by the Consultant to the Client team so that a score can be awarded for the design service.

One question will relate to any loss/changes of a key member of staff to a project.

The Client team will rate, in the relevant cases, whether there was an impact to the Design Service as follows -

Impact Level	Score	Description
Negligible	10	No significant impact to quality of service.
Minor	7	Potential for a minor impact in service, loss in efficiency
Moderate	4	Some impact on service provided, some effort, time or expense required to recover.
Significant	2	Considerable impact in the quality of service. Considerable effort, time or expense required to recover.
Major	0	Severe impact on Service. Critical loss to all users.

Minimum Performance Level = 7

The average score will be used for the quarterly Indicator Score.

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Based on previous years

Indicator Reference: PSP PI 10

Indicator Name (short): Time Taken to Fill a Vacancy

Indicator Description or Definition: Ability to appoint staff based in Client Offices, and Consultancy staff when asked by the Client

Data Provider: Consultant

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator:

To maintain staff resource levels.

Methodology (measurement):

The partner will ensure that staff positions based in Client offices are filled and required levels are maintained.

The staff positions that feed into this measure will be agreed upon each year, through the annual task order process.

Additionally, the timeframe taken by the Consultant to fill any new vacancy when requested, with relevant detail provided in writing, by the Client will be included in this measure.

Any vacancy will be required to be filled by a suitably skilled and competent candidate.

A baseline of 3 months will be used for this measure.

Calculation i.e. numerator/denominator and formula if appropriate:

Total staff positions in client offices will be compared to vacancies in client offices

Each quarter the total amount of vacancies will be compared to how many staff were not appointed within 3 months.

Method of Calculation

(Total Client Office based staff required) plus (additional new vacancies requested by Client)
(A)

Total Vacancies older than 3 months (B)

$$\frac{A-B}{A} \times 100$$

Scoring

- >90% = 10
- 80 – 90% = 8
- 70 – 80% = 6
- 60 – 70%= 4 (Minimum Performance Level)**
- 50 – 60% = 2
- <50% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure.

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Highways Complaints Report

Quarter 2

2023/24

October 2023

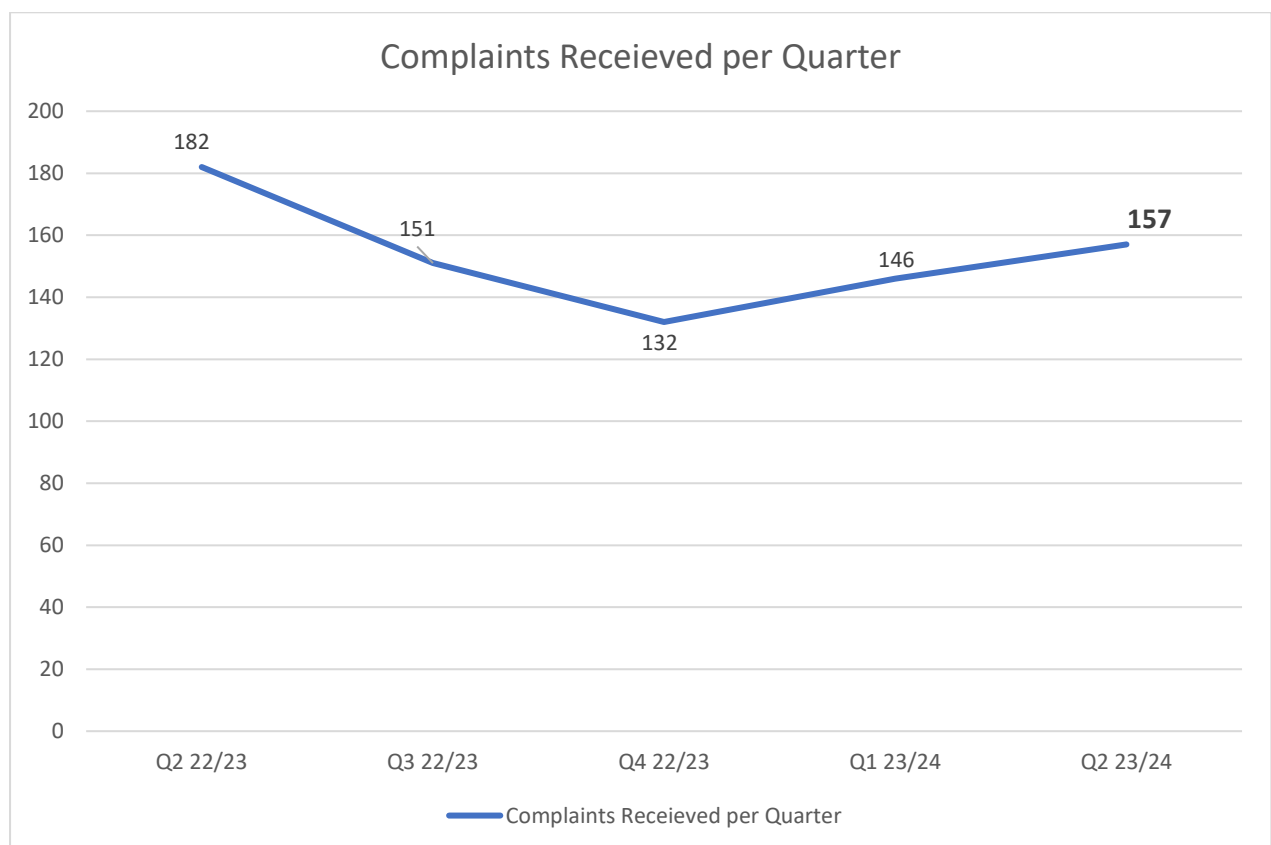
Introduction

The following report is a summary of findings from the complaints raised in the 2nd Quarter of 2023/2024 for Highways. Details on any common themes within complaints and overall figures for numbers received and the outcomes will be provided. This report will be incorporated into reports provided to the Audit Committee and CLT.

In this report the figures for each department will be broken down to provide a more in-depth look at the main issues we are currently experiencing.

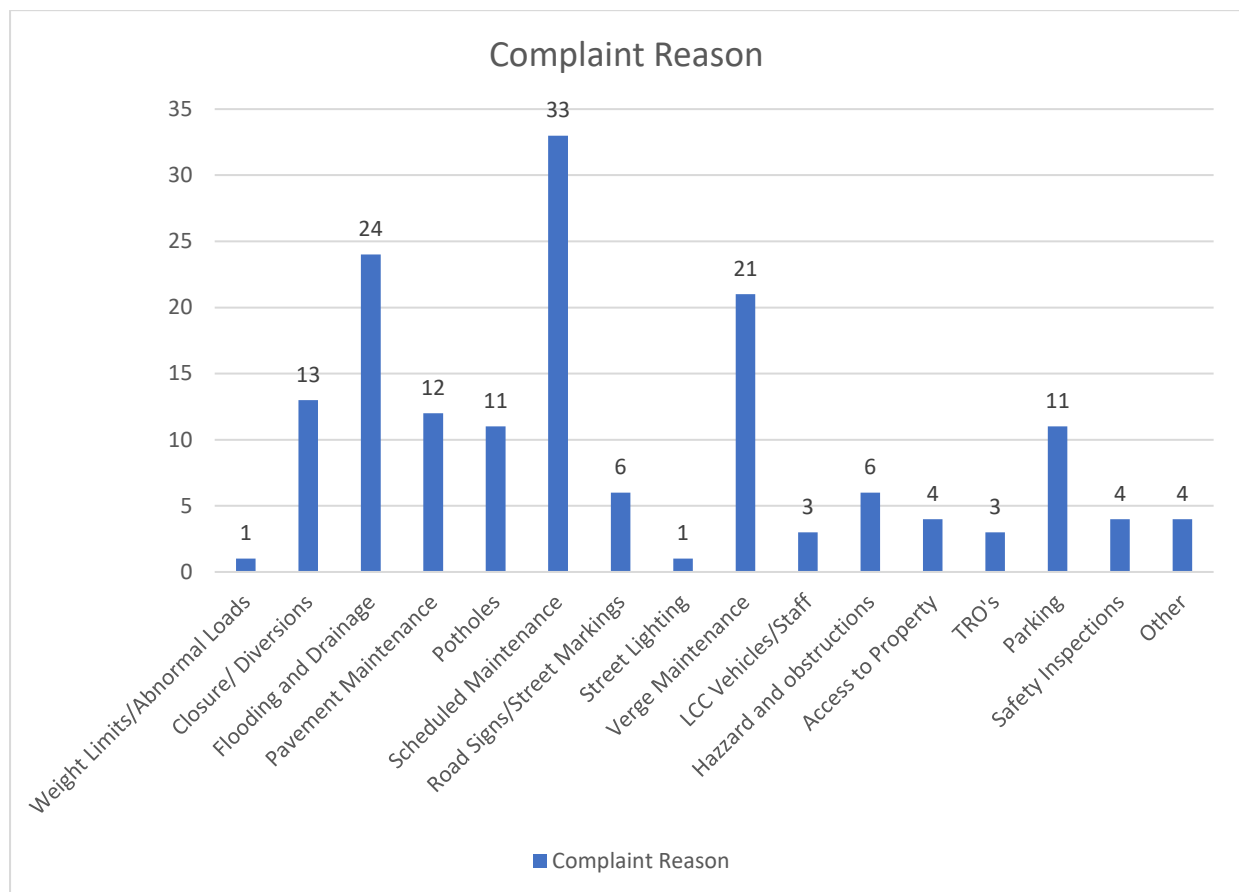
Q2 Overview

Lincolnshire County Council received a total of 7,470 Custer Service Centre calls and 8,532 Fix my street reports for the Highways Department. The Customer Relations Team received a total of 243 contacts in the second quarter of 2023/2024, from individuals wishing to give feedback, report issues or complain about various services. Of these 243 contacts, 157 entered the formal complaints process, this equates to 65% of all contacts received. The remainder were resolved informally through early resolution. The number of complaints entering the formal process has increased by 7.5% this quarter in comparison to the previous quarter and has decreased by 14% in comparison to the same quarter of the previous year.



Of the 157 complaints formally investigated, 6 cases were escalated to the next stage of the complaints process and required further investigation. 2 cases resulted in no fault being identified, 3 cases were partially upheld and 1 case was fully upheld. Fault was found in 4 cases due to works either not being completed within agreed timeframes or to the correct standard.

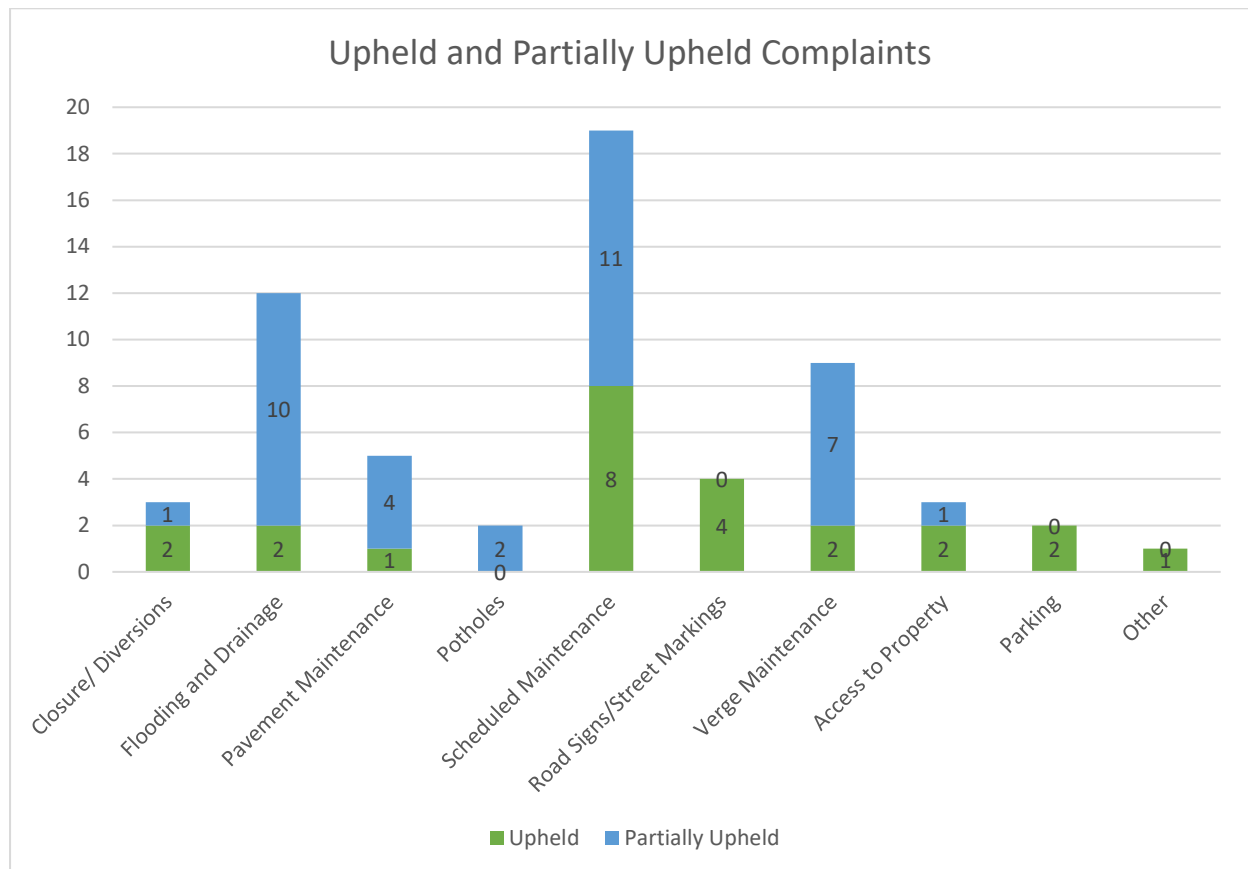
Given the significant volume of enquiries/contacts that teams in this area received in the quarter, the receipt of 157 complaints with an escalation of 4% of cases, reflects the positive work being done on receipt of the addressing the concerns raised. The positive approach in providing thorough responses and suitable remedy, where appropriate, whilst remaining in line with the Local Government Ombudsman (LGO) resulted in no cases raised where the LGO investigation resulted in further action being required from the Local Authority.



As evident, the most significant concern from the public when raising a complaint was scheduled maintenance. This includes concerns around the Local Authority and its contractors not communicating with residents, such as failing to provide advance notice of works, particularly those that may cause disruptions.

However there has been a decline in concerns relating to potholes, which has dropped from 35 cases last quarter to 11 cases. There remains an increase in other areas such as verge maintenance and pavements that has seen a rise since last quarter.

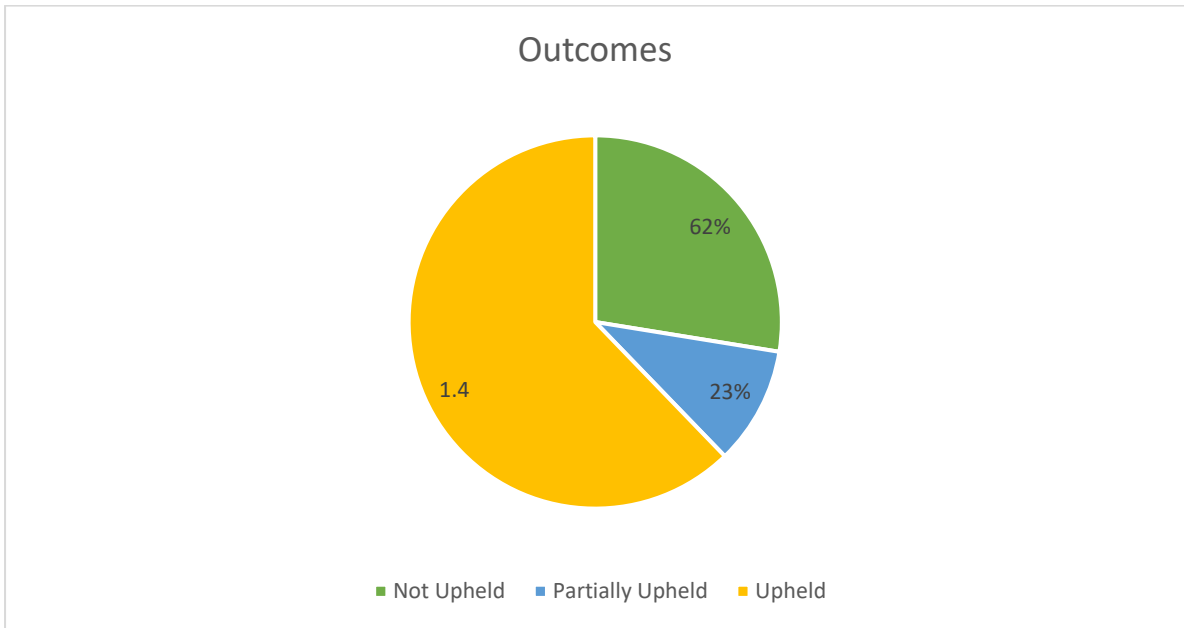
The following shows the areas in which complaints were either fully or partially upheld, of 157 cases, 60 were partially upheld or fully upheld, this is an increase of 87% from last quarter.



We have seen a high number of concerns for flooding and drainage upheld/partially upheld cases from last quarter, with a range of concerns that were noted where services were inadequate. These include complex issues causing delays in resolving blocked gullies, checks of rectification work that were not carried out which would have identified defects and communication not satisfactorily addressed through FMS updates.

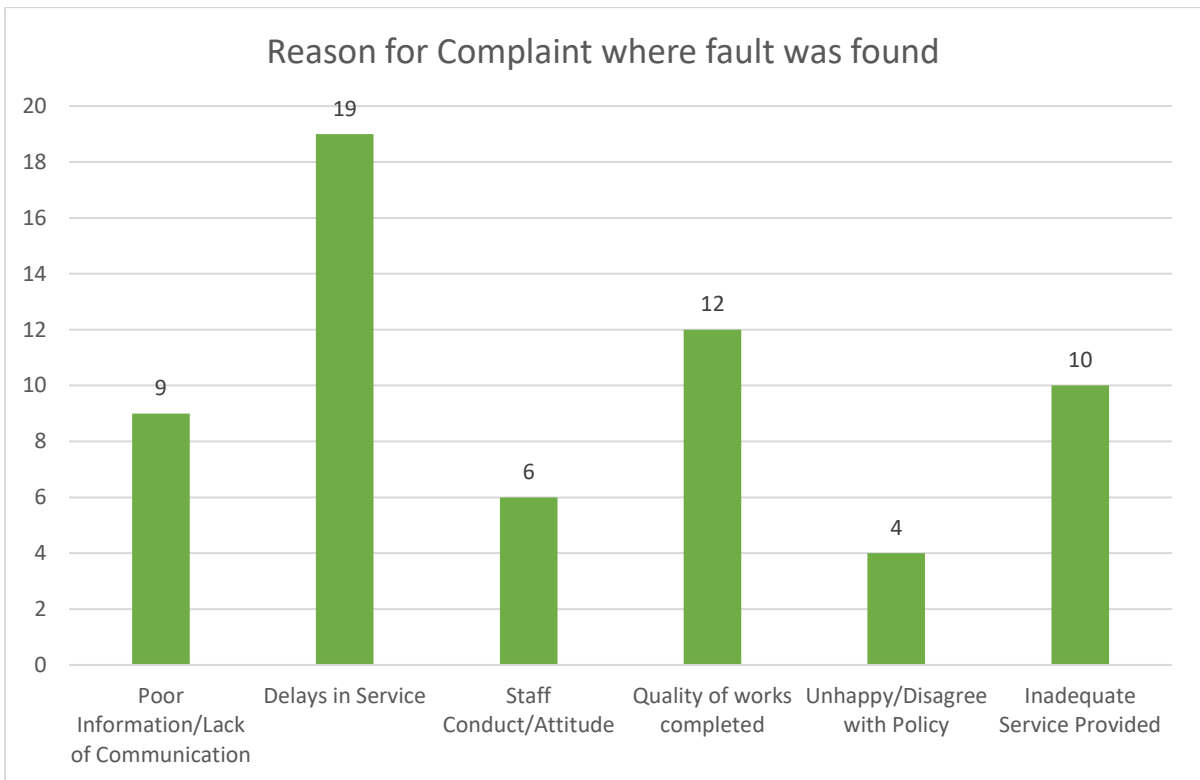
There has further been a surge in concerns raised for scheduled maintenance from the previous quarters, in which fault has been identified, where additional works and inspections have needed to be conducted in order to rectify conditions.

The following shows an overall breakdown of the outcomes of complaints. Whilst the numbers of concerns being reported has only slightly increased, the percentage breakdown of outcomes of complaints of upheld and partially upheld cases in comparison to previous quarters has risen from the previous quarter.



Partially and Fully Upheld Complaints

The following shows a breakdown of the main reasons for complaints received where the Council agreed that the service provided was not to the standard expected and, as such, resulted in an outcome of upheld or partially upheld;



Whilst we are still seeing a high volume of cases as a result of the quality of works being completed, we have also seen an increase regarding delays in service which has risen from 1 case last quarter to 19 cases this quarter, this accounts for 32% of all cases.

Summary

Though we have seen an increase in the number of contacts compared to the previous quarter, this number remains lower than those recorded in the same quarter of the previous year. We continue to see a significant portion of overall contacts resolved informally in Early Resolution.

Failure to provide an adequate service in a timely manner and complete works to a satisfactory level are the most notable reasons where fault was found. It has also been identified that issues such as contractors leaving sites in a poor state where debris has been left or surplus road signs are increasing as well as the need for Traffic management companies to review damages caused by contractors.

Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Highways Major Project Update Report

Summary:

This report outlines an update on progress of the Highways Major Projects.

Actions Required:

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

1.0 Background

1.1 The report will provide an update since the last reporting period (September 2023) on all aspects of the highways major project portfolio.

2.0 Grantham Southern Relief Road

2.1 Extensive piling works have continued on the eastern foundations for the extended bridge. In addition, works have commenced on constructing the trestle bases which will be used to support and construction bridge prior to the launching activity.

GSRR – Preparation for trestle table to support and construct the bridge launch



GSRR – Pier foundation progression of Extended Bridge Pier



3.0 North Hykeham Relief Road

- 3.1 On the 3rd October 2023 the Executive reviewed and then approved the slight realignment of the route and also that the planning application can be submitted. The planning application was submitted on 31st October 2023 and it was validated on the 14th November 2023 as per the following Link <https://lincolnshire.planning-register.co.uk/Planning/Display?applicationNumber=PL%2F0087%2F23>

During the planning determination period the delivery team are now focusing on progressing the legal orders, which include Side Road Orders and Compulsory Purchase Orders. These will be required to secure the land to facilitate the project and highway rights to abolish, amend and create highway maintainable land. A Key Decision is likely to be sought in principle early in the new year.

4.0 Spalding Western Relief Road

- 4.1 The main critical works that have been completed in the period relates to the installation of the three braced beams over the rail line. These are 90m long and weigh 540t. These operations were completed over a weekend rail possession which happened to coincide with the weekend of Storm Babet. Thankfully the works were not hindered by the weather event and progressed excellently, and the team were praised for their planning and performance by Network Rail.

Braced Beams being positioned for installation



SWRR – 1st Braced Beam Commences Lift



SWRR – Positioning 1st Braced Beam on Bearings



SWRR – All 3 Braced Beams Installed Prior to Rail Track being Opened



5.0 Levelling Up Fund Projects (LUF)

5.1 Both Marsh Lane Roundabout and Boston Active Travel projects are nearing completion at the time of writing this report and should be complete by the time this report is presented. The project has gone well, albeit with complications from utility diversions. There are likely to be some remaining snagging elements, however these will be minor and should not cause any significant impact. We'd like to thank the local community for their patience during these disruptive works, however the much-needed improvements are now complete.

Marsh Lane New Junction Layout



Marsh Lane Roundabout looking North East towards Marsh Lane



5.2 Works at Springfield Roundabout have commenced with the initial phase being to remove the roundabout splitter islands, which have been completed at night. Following this the contractor has focus predominantly on the south west and north east quadrant, with the works being completed with just lane reductions rather than temporary traffic lights. Works are expected to be complete Autumn 2024.

Springfield Road Roundabout North East Quadrant

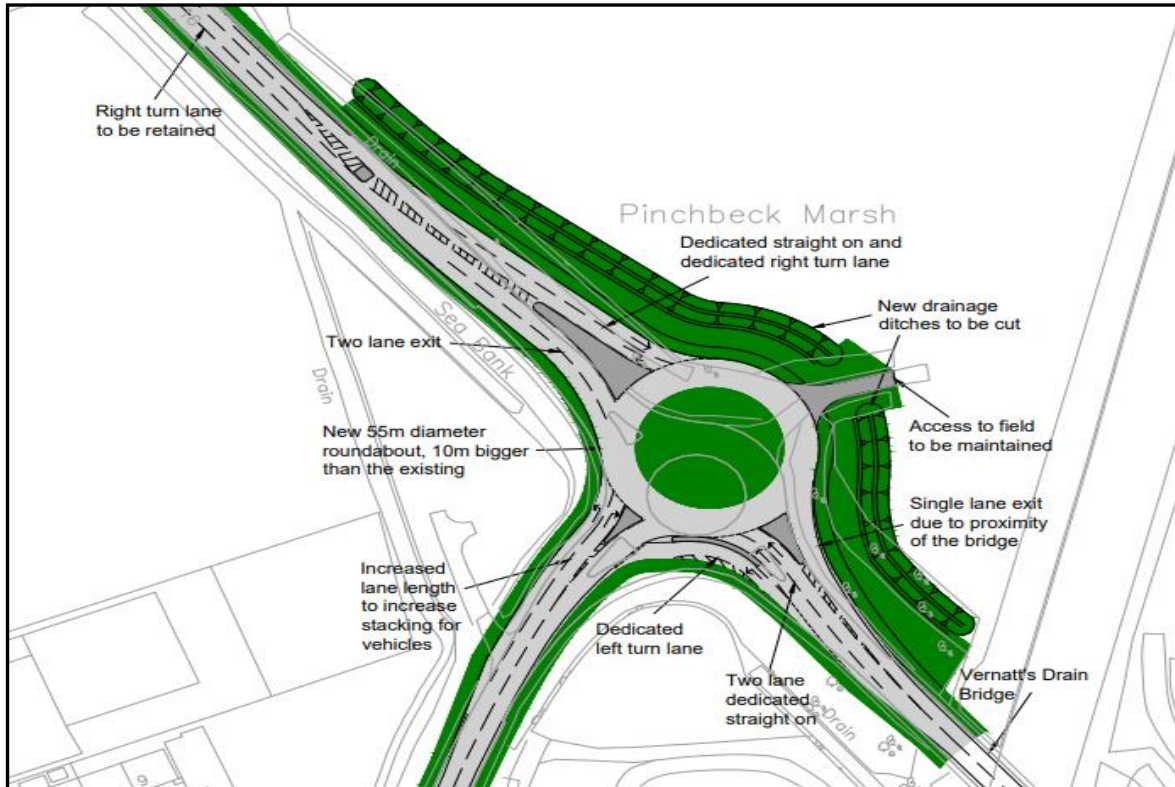


Springfield Road Roundabout South West Quadrant



5.3 Grencell Roundabout detailed design is complete and has been sent to the contractor to provide an indicative price. Once this price is received in mid to late December LCC can consider how best to progress the project to site. In the meantime, works remain focussed on ensuring these works dovetail seamlessly with the Springfield Roundabout works, rather than conflicting. Works are planned to start April/May 2024.

Grencell Roundabout Proposed Layout

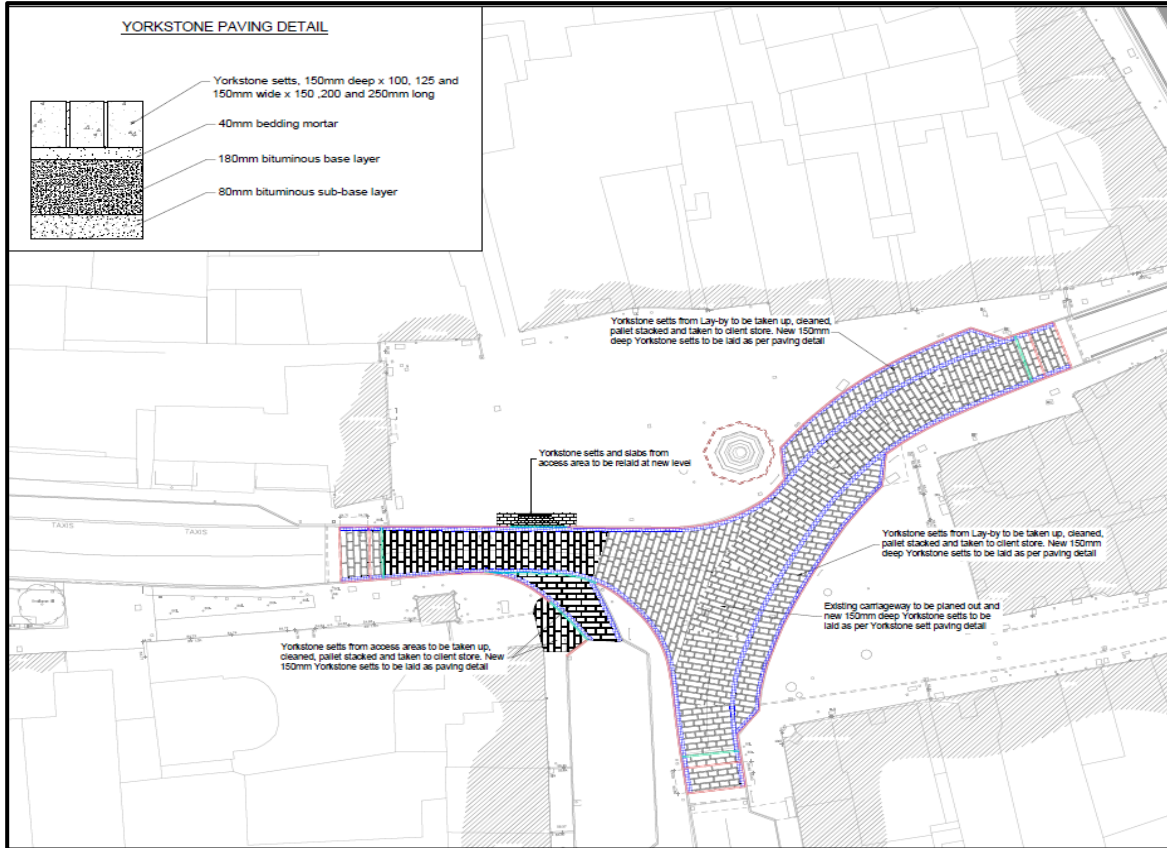


5.4 For Spalding Active Travel, design work continues on the second phase of the project to link the A151 footway/cycleway along Coronation Channel towards the car park of the retail park. These works are planned for Summer 2024.

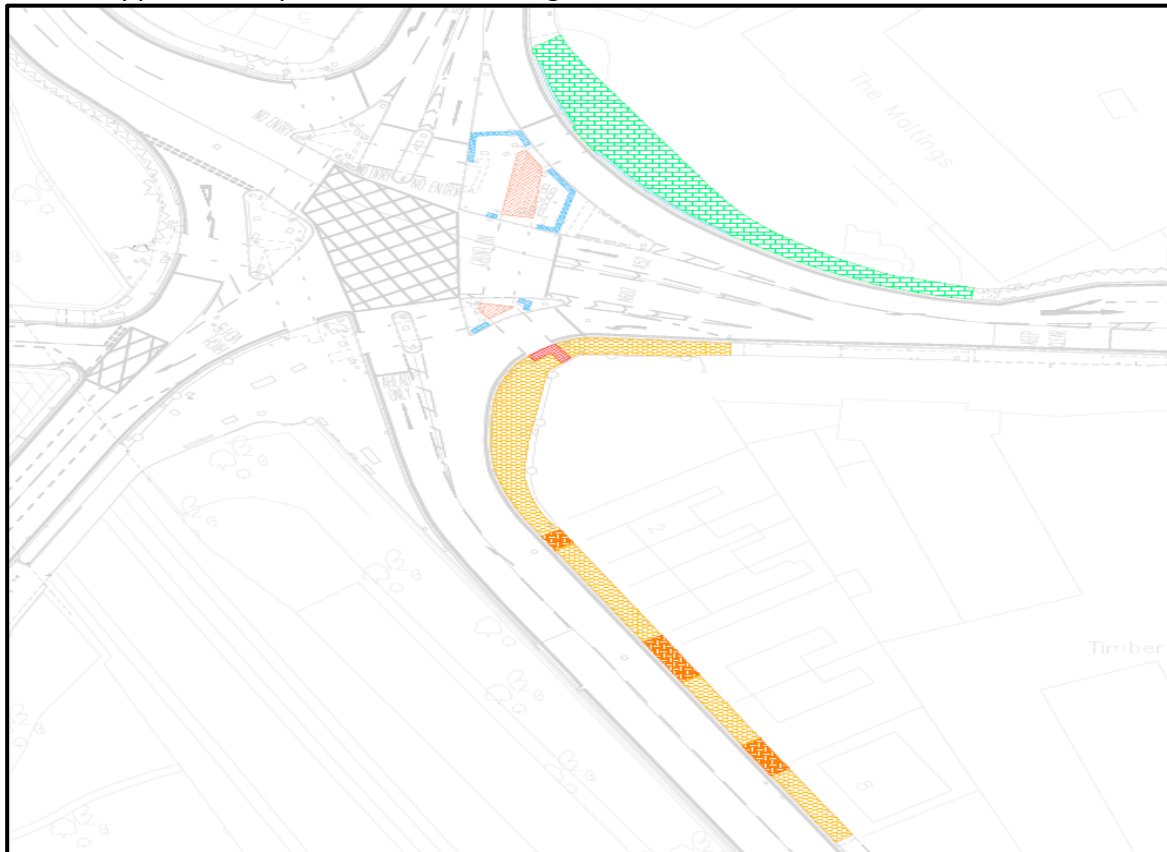
6.0 Grantham Future High Street Fund

Both Station Approach and the Marketplace schemes have restarted and working towards a start date in April/May 2024 at Marketplace. During those work the Station Approach scheme will be fully designed and then can be progressed to site after the Marketplace works, should sufficient funding be available.

Marketplace Proposed General Arrangement



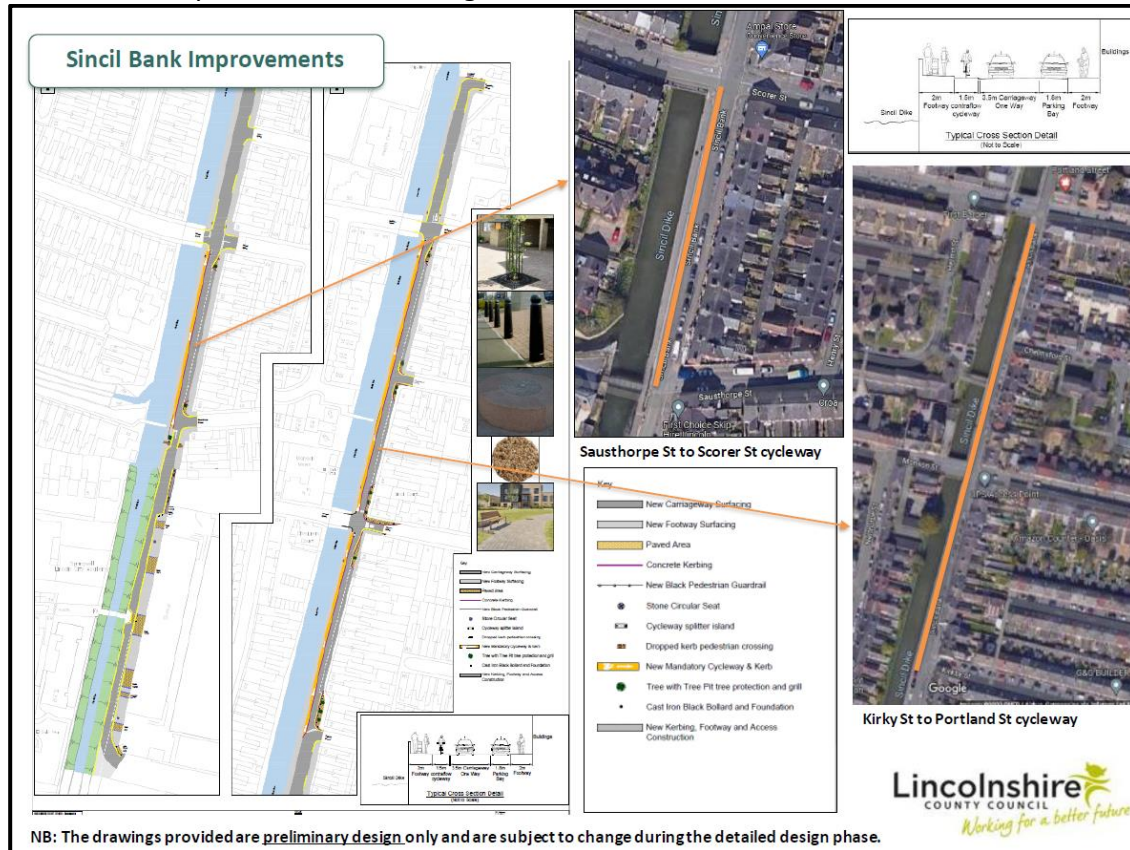
Station Approach Proposed General Arrangement



7.0 Sincil Bank

7.1 Due to increased construction costs the original intention of the project has been reduced in scope. This new outline was completed in July 2023 and provided to the CoLC for consideration with the Town Fund Board. The proposals have been reviewed by the Town Fund Board in September 2023, who were supportive of the project. Detailed design continues for the project in addition to public engagement later this year and next. Works are planned to commence Spring 2024.

Sincil Bank Proposed General Arrangement



8.0 Dolphin Lane

8.1 During the period works have progressed really well with positive feedback. Previously the works had fallen about 10 days behind programme, however the team has now won that time back which is excellent considering some of the poor weather that's been experienced. Works are planned to be completed October 2023.

Dolphin Lane Completed Project



Dolphin Lane Completed Project



Dolphin Lane Completed Project



9.0 Conclusion

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

10.0 Consultation

a) Risks and Impact Analysis

Not applicable.

11.0 Background Paper

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 Sam Edwards, Head of Highways Infrastructure and Laboratory Services who can be contacted on 01522 550328 or sam.edwards@lincolnshire.gov.uk.

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Transport Quarter 2 Performance Report 2023/24

Summary:

The purpose of this report is to provide the Committee with a summary of performance for quarter 2 in relation to passenger transport and the Council's Transport Services.

The Council's integrated service contracts and manages passenger transport on behalf of the Place, Children's Services and Adult Care Directorates and local bus transport – supported routes, fully funded fixed routes and demand responsive routes using the Callconnect service. Transport Services serves the people of Lincolnshire by enabling them to travel in order to access their requirements.

As a local transport authority, the Council has statutory obligations to provide educational travel and social care transport and to secure local bus services where none are provided commercially and which the Council determines socially necessary. Local bus services have been deregulated since the mid -1980s and as such bus companies can operate bus services on a commercial basis.

This report provides an update on the key priorities of Transport Services, which were highlighted in the previous report, including the Educational Travel Transformation Programme.

Actions Required:

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

1. Background

1.1 Overview of Lincolnshire's Passenger Transport

- 1.1.1 The passenger transport industry continues to face numerous pressures, for both bus and taxi suppliers. Driver availability is now less of an issue for public transport

services, but remains significant for educational travel operators. At the current time of writing this report, fuel prices are relatively stable.

1.1.2 The Council's passenger transport supplier market continues to grow, albeit slowly and only with new taxi operators choosing to work with the Council, as opposed to bus operators. The bus operator market in Lincolnshire is not a growing supplier market, and is traditionally formed of locally owned and run family businesses, with the exception of Stagecoach. We now have a total of 375 operators with whom we contract with through our dynamic purchasing system – an increase of 9 taxi operators since the previous quarter and a continuing trajectory of more operators gradually joining the Dynamic Purchasing System.

1.1.3 This quarter is the second phase of the peak for activity surrounding educational travel, in order to ensure the required provision is in place and is effective for the start of the new academic year in September. As at 16 November 2023, the service is transporting 19,000+ educational travel passengers utilising more than 1,800 contracts

1.1.4 The local authority continues to work in partnership with public transport operators to sustain services where possible, and the Council is supporting operators through developing promotional material and undertaking related activity in order to promote bus services and increase patronage levels. Some of the recent activity is listed below:

- Sleaford Into Town service has been extended to serve Greylees whilst also having its frequency boosted;
- The Council is continuing to work in collaboration with Norfolk County Council to support the Interconnect 505 service. Support provided since September has kept the timetable at a 30 minute frequency which, combined with good levels of passenger engagement has seen patronage growth in the service;
- A £2 fare cap has been introduced on Callconnect services to bring this scheme in line with the national strategy. This has proved very popular amongst its passenger base to date;
- The local bus network is now stable compared to the previous 2 years following significant work with our bus operators – the focus is now on how we enhance and develop services across the county, through maximising BSIP+ funding.

1.2 Progress on Transport Services' Medium to Long Term Priorities

1.2.1 Transport Services is working on the following key priorities, in order to maximise opportunities, manage risks and in order to work towards establishing a Lincolnshire passenger transport strategy.

1.2.2 **Transport Services staff restructure** – The current focus for the service is on embedding a high performance culture across the service, including through effective processes and staff training. There remain 10 vacant posts in operations, and these will be recruited to in time – this time of year is not traditionally a positive period for attracting applications. Local authorities across England are similarly finding recruitment a challenge, including in their transport teams – it was a topic

for discussion at a recent conference in November run by the Association of Transport Co-ordinating Officers (ATCO), which brings together local authority officers working in transport.

- 1.2.3 **BSIP+ funding** – Officers are working through plans to maximise the Council's allocation of BSIP+ funding from the Department for Transport, to enhance and develop public transport across the county. This will include improving our bus stop and shelter infrastructure, deploying real time bus arrival / departure signs at key locations as a long term project as well as financial support for routes.
- 1.2.4 **Rollout of an app-based booking system for Callconnect services** – Following the successful trial of an app-based booking system (June '21-May '23), the app is now being rolled out across Lincolnshire. 50% of the counties Callconnect service has now received the app, with the remaining 50% to be completed by the end of March 2024. Services in Boston & Grantham were the latest to receive the app in October and have resulted in excellent take up from residents in the early stages.
- 1.2.5 **Educational Travel Transformation Programme** – the 3 year programme started in October 2021, and significant progress has been made on all of the transformation programme workstreams, with overall objectives being to transform the transport service, make it fit for purpose, and deliver significant cost avoidance of circa £5million. Activity has to date progressed across multiple elements themed into 3 key areas: Efficiencies, performance culture, and shifting the offer. As the service has been developing, transformation activity has become service-wide. There remain key areas for service development, including the following:
- **Cultural shift** continuing, including a focus on customer service, in partnership with the Council's Customer Service Centre (CSC). Staff from the service will be spending time, in person, with colleagues working in the CSC, to build their knowledge on educational travel and to create greater consistency with how customer enquiries are managed and responded to. In addition, overall, the number of complaints has reduced over the past 12 months, following a focus on consistent and clear responses – more detail is included below in this report.
 - **Management information** development and use to drive a high performing service, including through a collaborative dashboard with Children's Services in order to project future trends and impacts – see a separate update below;
 - **Implementation of a new Travel Options function**, enabling and empowering pupils to use alternative travel modes to taxis – from travel training SEN pupils to maximising opportunities for sustainable travel. A development plan is in place and includes collaborative work with Adult Care and Community Wellbeing to support adults with independent travel training, and with Lincolnshire Road Safety Partnership to deliver joint lessons for SEND pupils. Since August 2023, we have successfully travel trained 7 pupils; a further 16 pupils are currently in training, and 40 are on the waiting list. Planning work is underway to promote travel training more widely to increase take up.

Independent travel training has many benefits for all parties involved, including:

- Increased independence is an important outcome for trainees, which can improve confidence and self-esteem and not just with travelling independently – this confidence can transfer into other areas of their lives to help them reach their potential;
 - Young people become less reliant on parent/carers for transport, which can have a positive impact on the whole family environment;
 - It creates more opportunities for young people to take part in social activities and it widens the options for work and volunteering opportunities;
 - Trainees gain essential and transferrable skills that will help them in future to access higher education, work opportunities and social activities.
- **Management of the educational travel budget pressure**, which remains high for 2023/24 – the 3 year procurement plan to contract in geographical areas is the main activity aiming to reduce costs, alongside route optimisation and the Travel Options work noted above. As with all local authorities in England, we continue to focus on managing the cost pressures in educational travel provision, arranging travel provision for 19,000+ pupils per day. Whilst we are seeing contract prices stabilise, they will not reduce; creating a new baseline in the industry and for the Council’s budgets. After November 2023, we have been able to more clearly understand the educational travel budget position for 2023/24.

1.2.6 Two recent published studies commissioned by the County Council Network (CCN) and the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) have identified that Education Travel expenditure is increasing considerably and is not going to reduce in the next few years. This is in line with what the Council has been experiencing, particularly during the previous and current financial year. Transport Services will use the two studies to inform its transformation work, to ensure that all opportunities for cost avoidance are maximised.

1.2.6.1 The CCN study estimates that by 2027/28, national expenditure will be 113% higher than it was in 2018/19. CCN reports this is primarily due to pre-16 Special Educational Needs (SEN) transport. Nationally, there has been a 35% increase in eligible SEN pupils since the Children and Families Act was introduced in 2014. Furthermore, Local Authorities in the CCN have a higher per capita burden of expenditure on Education Travel, than other authorities. Modelling suggests that SEN budgets will continue to increase by 15-20% per year for the next 1-3 years. In addition, the studies note the impact of increased inflation and increases in operating costs on raw materials and wages for the transport industry.

1.2.6.2 Both reports identify that the majority of Local Authorities have embarked on programmes of reviewing current costs – aligned to the 3-year educational travel transformation programme Transport Services is delivering. Some Local Authorities have taken steps to revise their policies in order to reduce costs, resulting in delivering the statutory minimum. However, both reports conclude that no amount

of effective commissioning or other cost avoidance measures will successfully offset the impact of increasing costs. Lincolnshire County Council is already implementing a number of the measures identified in the ADEPT toolkit, including route optimisation, high-cost route reviews and independent travel training and a more in depth review of the toolkit is being undertaken to identify any further opportunities for efficiencies.

1.2.6.3 As a result of the studies, both the CCN and ADEPT are lobbying Government for a change in legislation, appropriate funding and a functioning market and a system that is designed based the needs of children.

1.2.7 **Key performance measures and reporting** – The focus for developing performance measures is currently on educational travel. From a Public Transport perspective, the Council does not have direct control over the commercial network and, as such, developing measures would not be appropriate at this stage.

1.2.4.1 Transport Services manages more than 1,800 contracts with more than 350 suppliers. These contracts are not static, as there are daily changes being made as a result of passenger requirements – this has increased during this year to approximately more than 100 per day and this is one of the reasons that the daily costs of educational travel provision fluctuates. Changes include temporary and permanent changes or addresses, different passenger mixes required following issues within the school environment between pupils, temporary medical needs and new passengers requiring travel provision. Monitoring the effectiveness of these contracts is an important part of service performance. The service inputs into a corporate report on contracts and differentiates between 6 contract types (shown below) and the Red, Amber or Green (RAG) rating status for each is improving, as the contracting environment is stabilising according to the criteria that is set within the report.

- i. Educational Travel - SEND – Red to Amber RAG status
- ii. Educational Travel – Mainstream – Red to Amber RAG status
- iii. Social Care Travel - Children's – Red to Amber RAG status
- iv. Social Care Travel – Adults – Red to Amber RAG status
- v. Tendered Local Bus Transport – Amber to Green RAG status
- vi. Callconnect – Amber to Green RAG status

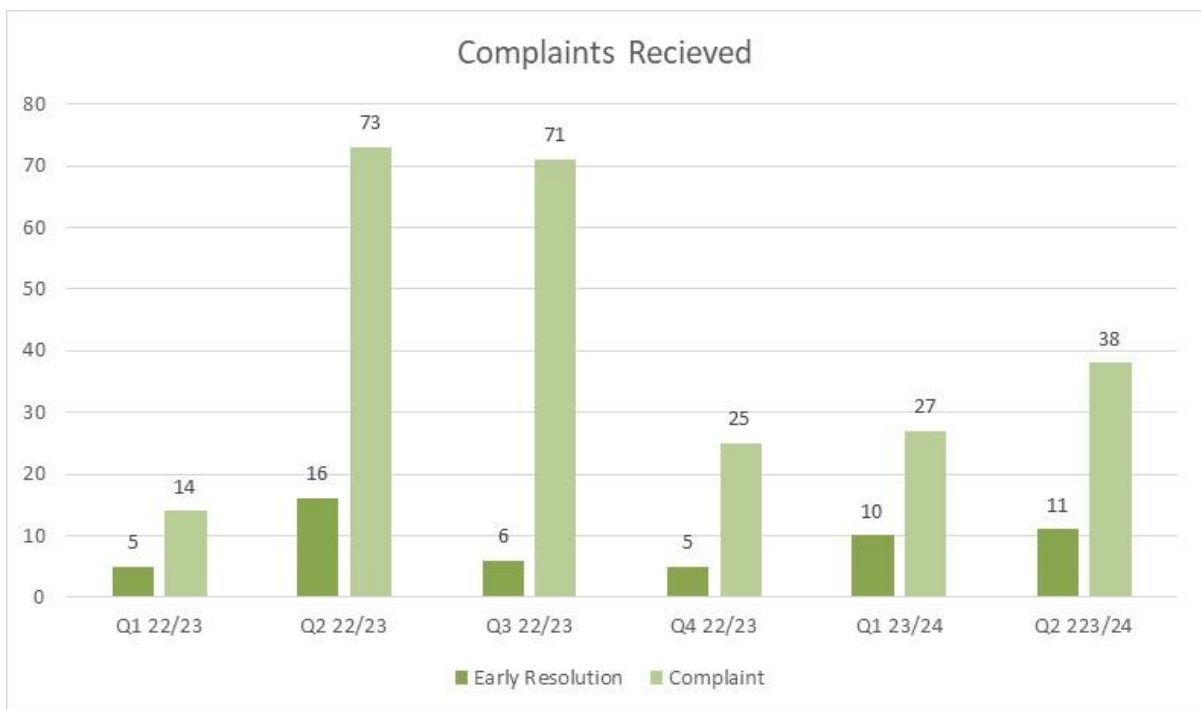
1.2.4.2 As was summarised in the Q1 report at the meeting on 11 September 2023, in order to manage and monitor Education Travel performance, performance measures are being established and a dashboard created. The initial dashboard has been created and was presented to this Committee at the previous meeting. As further developments are achieved, this Committee will be updated.

1.2.4.3 Transport Services received a total of 49 contacts in Quarter 2 of the 2023/2024 year, from individuals wishing to give feedback, report issues or complain about various services. Out of these 49 contacts, 38 entered the formal complaints process and 11 cases were handled as an Early Resolution, which equates to 22% of

all contacts received. Of the 38 formal complaints, 31 cases were educational travel related and 7 were public transport related.

1.2.4.4 Of the 38 complaints which were formally investigated at stage 1 of the complaints process, there were no cases that required escalating to the second stage. Out of the 38 cases, 21 cases were not upheld, 6 were partially upheld and 11 were fully upheld.

1.2.4.5 Transport Services has seen a large decrease in complaints compared to Q2 in 2022/23, which is a positive outcome and following focused activity on preventing complaints through improved effectiveness, providing consistent responses to all complaints and working to resolve as many as possible at the early resolution point. There has been an increase in the number of complaints compared to the previous quarter, which is expected due to Q2 (July to September) being the peak activity period for customer contacts for the service.



2. Conclusion

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

3. Consultation

a) Risks and Impact Analysis

The Transport Services risk register is regularly monitored and managed in accordance with the Council's approach to risk management. The highest scored residual risk is the

negative impact of operating costs and inflationary costs of bus and taxi operators, on the service budget.

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 Verity Druce, Head of Transport Services who can be contacted on 07920 576612 or Verity.Druce@lincolnshire.gov.uk.

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	11 December 2023
Subject:	Civil Parking Enforcement Annual Report 2022/2023

Summary:
The report provides an update to the annual Lincolnshire County Council Parking Report for 2022/23.

Actions Required:
Members of the Highway and Transport Scrutiny Committee are invited to:

- (1) Review and comment on the contents of the parking report; and,
- (2) Endorse the publication of the 2022/2023 report on the Council's website.

1. Background

The annual report covers the period from 1st April 2022 to 31st March 2023. It is a transparent document that allows the disclosure of various statistics related to enforcement and appeals. The report contains financial information on the cost of the service. The report will be sent to the Department for Transport and PATROL (Parking and Traffic Regulation Outside London).

The report contains information on the following subjects:

- Cost of service provision
- Income from penalty charges
- Any surplus or deficit made
- The number of penalty charges issued

2. Conclusion

Parking enforcement continues to contribute to the overall transport strategy by helping reduce congestion, increase traffic flows and improve pedestrian safety.

The provision of free high street parking helps to contribute to the economic viability of local shops and services. Ensuring that the limited waiting times are adhered to by enforcing the restrictions increase the turnover of vehicles, allowing higher footfall and accessibility to local facilities and amenities.

The table below highlights the past three financial years.

Financial Year	Costs	Income	Surplus / Deficit
20/21	£1,261,055	£1,160,544	£100,511 Deficit
21/22	£1,286,074	£1,237,405	£48,668 Deficit
22/23	£1,483,122	£1,499,317	£16,194 Surplus

3. Consultation

a) Risks and Impact Analysis

Not applicable.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council, Civil Parking Enforcement Annual Report 2022/2023

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 Matt Jones, Parking Services Manager who can be contacted on 01522 552110 or matt.jones@lincolnshire.gov.uk.

Lincolnshire County Council

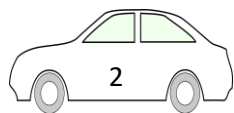


Lincolnshire
COUNTY COUNCIL
Working for a better future

Civil Parking Enforcement Annual Report 2022/2023

Contents

3. Introduction
4. Enforcement – How and Where
5. Why do we enforce
6. Introducing The Lincolnshire Coastal Country Park
8. Compliments, Praise and Good Deeds
9. Resident Parking
11. Events
12. Suspensions
13. Waiver Permits
14. Nuisance Parking
16. Penalty Charge Notice Issue Statistics
18. Challenges, Representations and TPT
19. Transparency in Finance
20. The Future
20. Contact Us



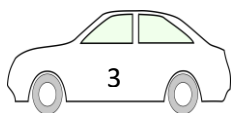
Introduction

Welcome to Lincolnshire County Council's annual parking report for the period 1st April 2022 – 31st March 2023. The aim of this report is to highlight and demonstrate that we undertake enforcement duties efficiently and in an open and transparent style. In addition to the detail, statistics and information within this report we also publish a wealth of data on the Council's website which allows a user to gather information in a more customer friendly and beneficial manner.

Parking is an everyday but crucial issue for road users, individuals, families and local communities. We carry out a well-structured and effective enforcement practice which helps to improve road safety whilst assisting in managing traffic flow. Parking also plays a key part in supporting events within the County and contributes significantly to the accessibility of our towns and villages.

Carrying out enforcement in a fair manner resonates through the parking services team, whether that is when undertaking on street enforcement duties or when handling correspondence received in relation to a Penalty Charge Notice.

We continue to strive to provide a service that is well respected and working together with our partners and members of the public who utilise our parking service helps assist this. We hope that you find this annual report informative, detailed and useful.



Enforcement – How and Where

The Council's parking enforcement contractor APCOA continues to work in partnership with Lincolnshire County Council to supervise, manage and coordinate the deployment of Officer's throughout the County.



For the purposes of enforcement, the County of Lincolnshire is split into 3 categories, A, B and C.

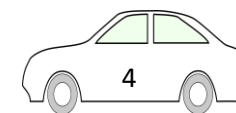
Category A features all of the main larger towns and city centres (eg Stamford, Boston, Lincoln, Skegness, Louth), along with other high traffic density routes and locations – these locations are patrolled daily.

Category B features all of the smaller towns (eg Horncastle, Bourne, Holbeach) and are patrolled approximately once a week.

Category C areas are all other areas, subject to parking restrictions, not covered by category A or B and are patrolled on an ad hoc basis and when resources are available.

Enforcement Officers are allocated to a patrol location to meet the Councils requirements; however, category C areas are also patrolled using cars, scooters and electric bikes. These routes are planned so that the most efficient use of an Officer's time is made, along with lower transport and fuel costs.

In April 2022, the Council commenced the enforcement of The Lincolnshire Coastal Country Park (recently renamed The Queen Elizabeth Memorial Lincolnshire Coastal Country Park).



Why do we Enforce?

The enforcement of parking restrictions is a key component of effective traffic management and assists to improve traffic flow. Poor, dangerous and obstructive parking can pose a danger to pedestrians by blocking pavements and forcing them onto the streets; it also reduces visibility for other motorists and impedes traffic flow. All residents, visitors and businesses benefit from better enforcement of parking regulations and the reduction of incorrectly parked vehicles.

The Councils approach to parking enforcement is to be fair but firm and our procedures manual outlines how we intend to deliver the best possible service to motorists. This document can be found via www.lincolnshire.gov.uk/parking/parking-enforcement.

What do we mean by a fair but firm approach?

Fair

We will explain and communicate the parking rules.

Where possible we will photograph parking contraventions to support the issue of a Penalty Charge Notice.

We will regularly monitor traffic signs and road markings to help motorists parking throughout the County.

Firm

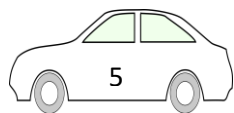
We will review the provision of parking services regularly to see how they can be improved.

We will take consistent enforcement action to deter inconsiderate parking.

We will pursue people who try and evade penalty charges to recover debt owed to the Council.

We will work with our partners and the police to help prevent crime and anti-social behaviour and to protect parking staff against abuse and violence.

We intend to seek prosecution of any attempt to threaten or assault any employee involved with parking enforcement



Introducing The Lincolnshire Coastal Country Park

In April 2022, Lincolnshire County Council introduced charging in 5 of its car parks on the East Coast. The car parks are chargeable throughout Spring and Summer Season from Good Friday through to 31 October. These car parks are coastal access car parks.

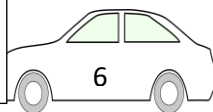


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Charges were introduced at:

- Anderby Creek
- Chapel Six Marshes
- Huttoft Car Terrace
- Marsh Yard
- Wolla Bank

The charges in place apply from 10am to 5pm however car parks are open from 6am to 10pm. After 10pm the car parks are closed. Restrictions have also been introduced to prevent any vehicles over 6m in length from parking within the car parks. Visitors can pay by phone or online and disabled badge holders are exempt from the charges.



Councillor Colin Davie, executive member for environment, and local member for Ingoldmells Rural, said: "As these sites have become more popular, increasingly they are frequented by motorhome users. The oversized nature of these vehicles has led to more incidences of obstructive parking, and greatly reduces the space available for other visitors to the beach.

"Also, with no facilities for these vehicles at the car parks, we often see grey water and waste left on site after unauthorised overnight stays.

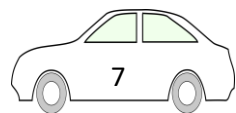
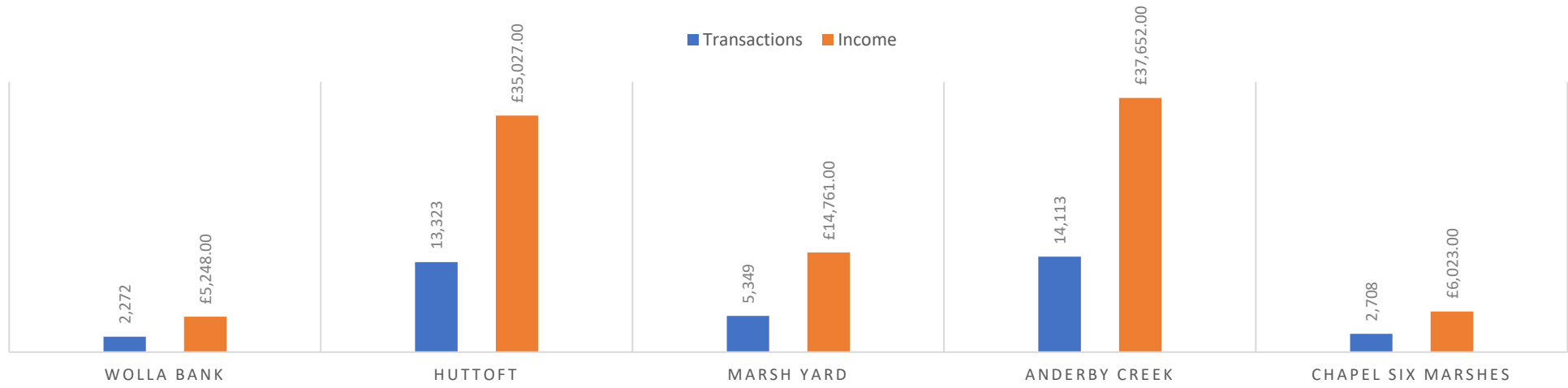
"Residents have expressed concerns that introducing parking charges could cause drivers to park dangerously on nearby roads. As such, we've introduced waiting restrictions on nearby roads to maintain clear visibility at junctions, keep access roads clear and protect private accesses.

"I'm pleased to see that these sites are popular, and by introducing this enforceable parking order, we can ensure there is space to welcome as many visitors as possible to our beautiful coast."

In 2022/23 there were 37,765 transactions made for the car parks, with an income from car park charges of £98,711.00.

TRANSCATIONS AND INCOME FROM CAR PARK CHARGES

■ Transactions ■ Income



Compliments, Praise and Good Deeds

Lincolnshire County Council and our enforcement contractor receive compliments and praise throughout the year for continuing to combat nuisance parking and tackling particular issues around schools which is paramount for the safety of the school children and their families.

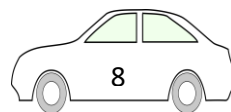
Some of the comments received:

“Thank you so much for organising someone to come so quickly, it certainly will have made the parents think if nothing else””your assistance today has definitely been a step in the right direction. Thank you again”. St Botolphs Primary School

“People parking on the new double yellow lines opposite the church during school drop-offs and pickups has been a common site recently, so it was good to see a parking enforcement officer there when I was picking up yesterday afternoon, I had a chat to him and he confirmed that he was there in response to a significant number of complaints that had been received about the problem”. Nettleham Parish Council

Good Deeds

- CEO found an elderly pedestrian walking in the road appearing to be disorientated. The CEO helped the pedestrian and stayed with them until the Police and Emergency Services could take over.
- Officers were alerted to a young child walking along the streets without supervision. The child was being looked after by a member of the public and the officer’s approached a nearby school where the child may have been from. The safeguarding officer from the school then looked after the child until the Police arrived. The Officer’s assisted the Police with any further enquiries.



Resident Parking

Lincolnshire County Council enforce 4 areas within Lincolnshire that fall under a resident parking scheme. More information on the County Council's Resident Parking Scheme can be found on our website: <https://www.lincolnshire.gov.uk/parking/resident-parking>

Lincolnshire County Council's resident permit scheme is managed by issuing Virtual Permits to residents in Louth and Stamford. Residents can apply for visitor permits virtually also with no requirement to display a physical voucher or scratch card.

Lincoln

The largest resident permit zone in the County rests in the City of Lincoln. There are currently 19 residential zones within the City with parking restrictions in place and coming in August 2023, a new residential zone in the south of the City. The issuing of permits is under the responsibility of Lincoln City Council and the on street restrictions are enforced by Lincolnshire County Council. Enforcement Officers carry out patrolling duties in a proactive manner when enforcing residential areas and monitor bay usage on a daily basis. Additional information regarding each zone can be found via

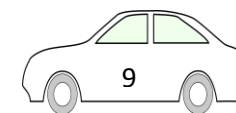
<https://www.lincoln.gov.uk/resident/parkingtransport-and-travel/parking-permits/>

Sleaford

There is currently one resident parking scheme in operation in the North Kesteven District area which covers three roads in Sleaford. The enforcement of the scheme is undertaken by Lincolnshire County Council. In February 2023, the administration of the permit scheme was handed over to Lincolnshire County Council and current resident permit holders were able to renew their permits with Lincolnshire County Council from August 2023 through the virtual permit system.

Louth

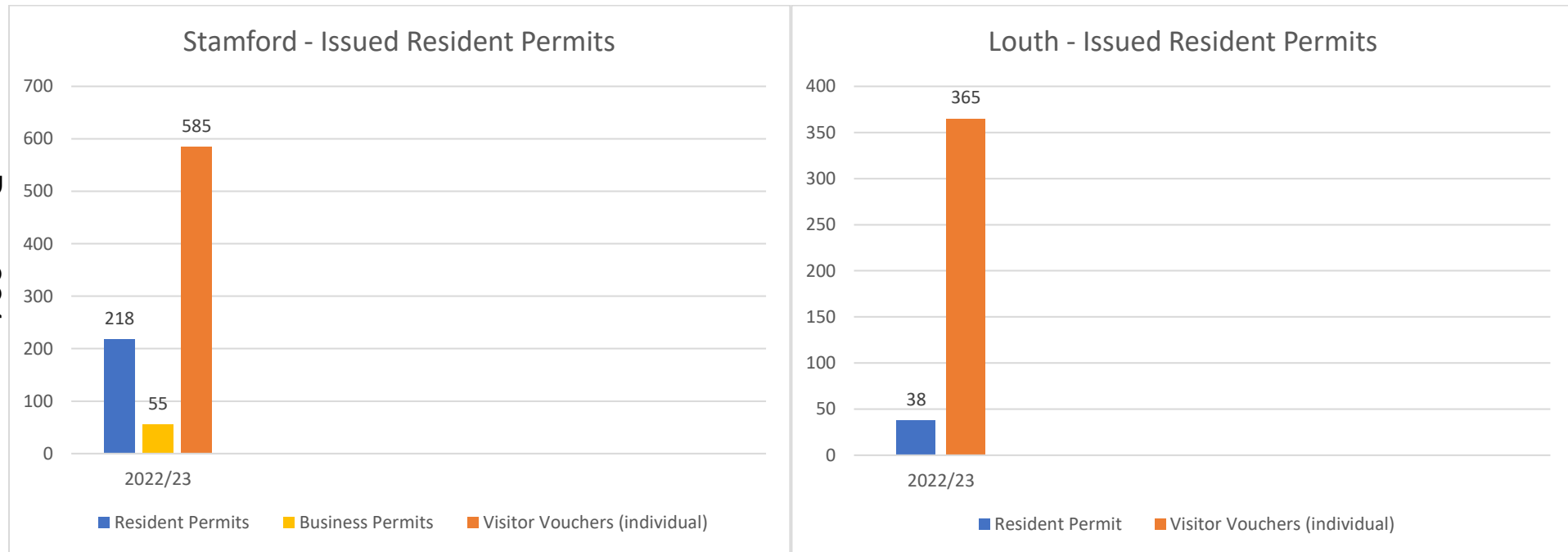
There is currently one zone in the market town of Louth which covers 3 roads. The permit scheme has always been managed by Lincolnshire County Council, both administration of and enforcement. As above, residents hold virtual permits where the residents apply and manage their permits through an online account. The officers handheld devices can read whether a vehicle is in possession of a permit and it negates the need to have to display a permit.



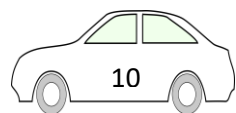
Stamford

A thriving resident permit zone was introduced to Stamford shortly after the introduction of Civil Parking Enforcement to Lincolnshire. Until January 2023, South Kesteven District Council administered the resident permit scheme however this is now the responsibility of Lincolnshire County Council. As Louth, Stamford became a virtual permit scheme where residents apply and manage their permits online. It is hoped by December 2023, all permits will be virtual and there will be no more paper copies in circulation.

Resident Permits issued 2022/23



In the summer of 2023, Lincolnshire County Council will be introducing a resident parking scheme in Grantham. The permit scheme will contain various roads within a zone and residents will be able to apply for their permits using the virtual permit system.



Events

Every year, the County Council's Parking Enforcement Team help manage the traffic around significant events throughout the County. They do this through effective parking enforcement where temporary restrictions are brought in to enable events to take place safely and with minimal traffic.

Some of the events that have taken place where extra enforcement has been provided have been

The Woodhall Spa 40s Weekend, the famous Lincoln Christmas Market and the Burleigh Horse Trials.

Other events include the Boston Mayfair and Boston Marathon, Lincoln 10k and the Lincoln Grand Prix Cycle.



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Suspensions

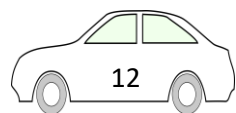
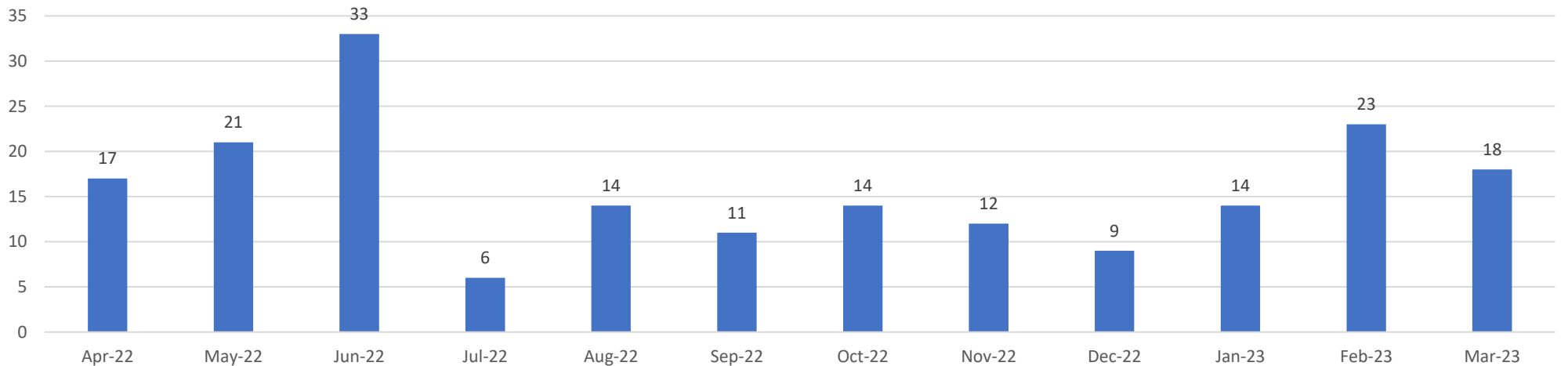


Lincolnshire County Council has the power to suspend parking within a designated parking bay to allow events to take place or access by a specific vehicle for highway/bay maintenance to be carried out. In such cases, advance notice is placed alongside the bay and is distributed to nearby properties giving the date, times and length of the suspension.

Essential maintenance is often difficult due to parked vehicles. The use of suspensions, whilst inconveniencing residents and displacing parking temporarily, is an effective way to ensure essential maintenance is undertaken. For instance, if the Council can improve access to service gullies and drains, the Council can help to minimise the risk of flooding.

Suspensions are also used so that events can take place safely and successfully. Some of the major events that have taken place this year include Lincoln Christmas Market, Boston Marathon, Lincoln 10k, Woodhall Spa 1940s weekend. All of these events require collaboration between the organisers, traffic management and the Council's parking services and events management team to ensure that the roads remain safe throughout.

Suspensions 2022/23



Parking Waivers

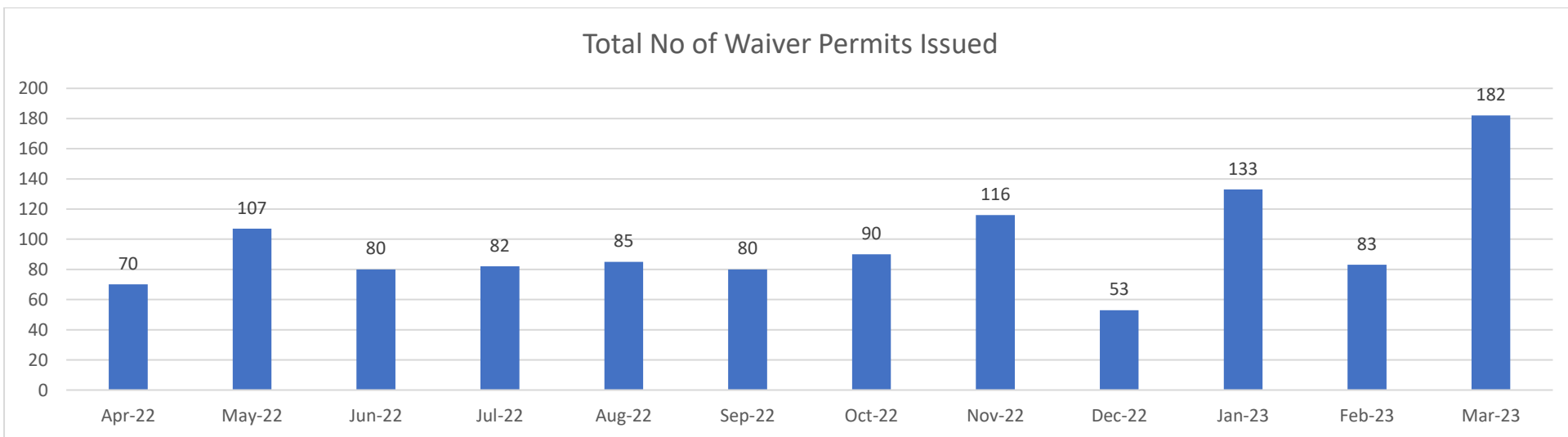


Lincolnshire County Council understands that sometimes it is necessary for a vehicle to be parked in contravention of parking restrictions to undertake works at adjacent or nearby properties. A waiver permit will only be granted when it is essential that the vehicle is parked close to the property and the impact on other road users, businesses or pedestrians is kept to a minimum.

A permit will allow for extended parking in permit holder bays and limited waiting bays. In extenuating circumstances a permit may be granted to allow parking on single yellow lines, loading bays or in restricted zones such as pedestrianised areas but only if there are no other suitable parking alternatives.

Cost of permit for 2022/23 was £20.00 per permit and these were for a maximum of 2 months per application.

Total No of Waiver Permits Issued



Nuisance Parking

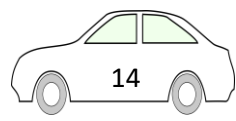
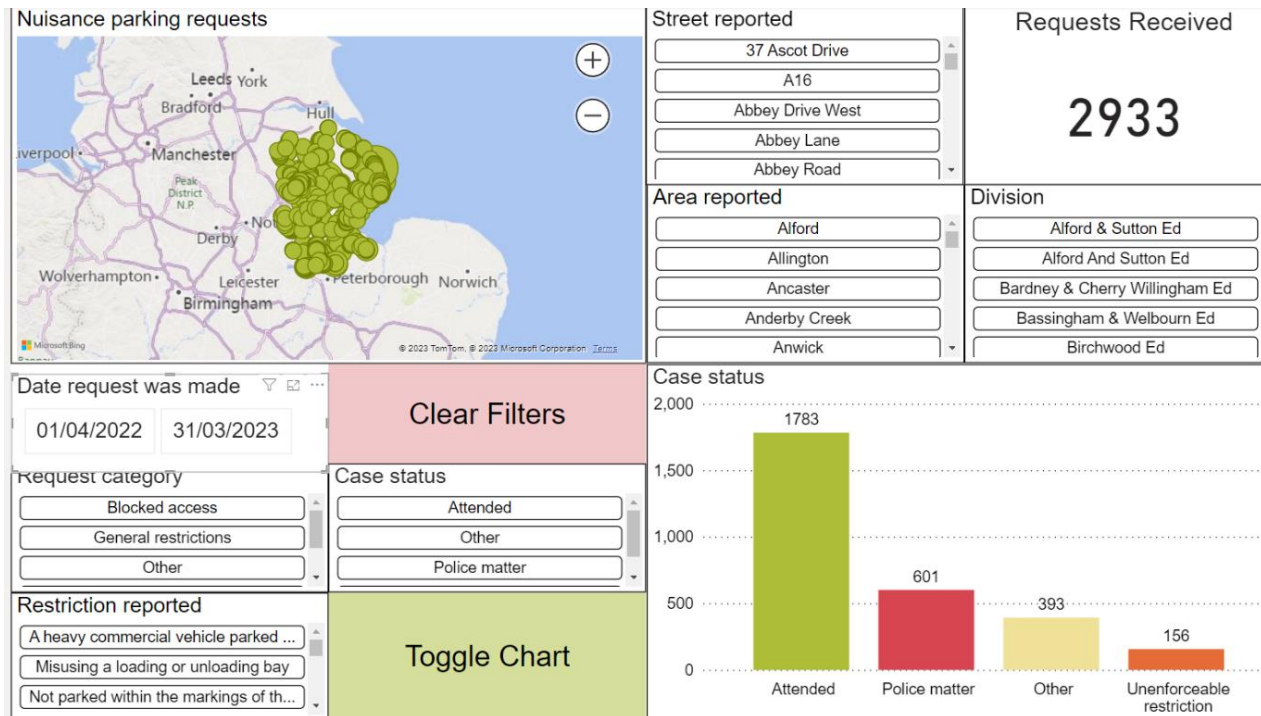
Any vehicles seen to be parked in breach of parking restrictions could be issued with a Penalty Charge Notice. Nuisance parking is an issue that impacts a lot of residents and visitors to Lincolnshire and something local Councillors are often approached about. An online reporting tool was developed in July 2020 and continues to remain extremely popular and has vastly improved the way in which we communicate and respond to nuisance parking requests.

From when the reporting tool was implemented in July 2020 there have been a total of 6,529 reports and requests for enforcement submitted.

In the year 2022/23 there were 2,933 which was an increase by 400 on the previous year's figure of 2,533.

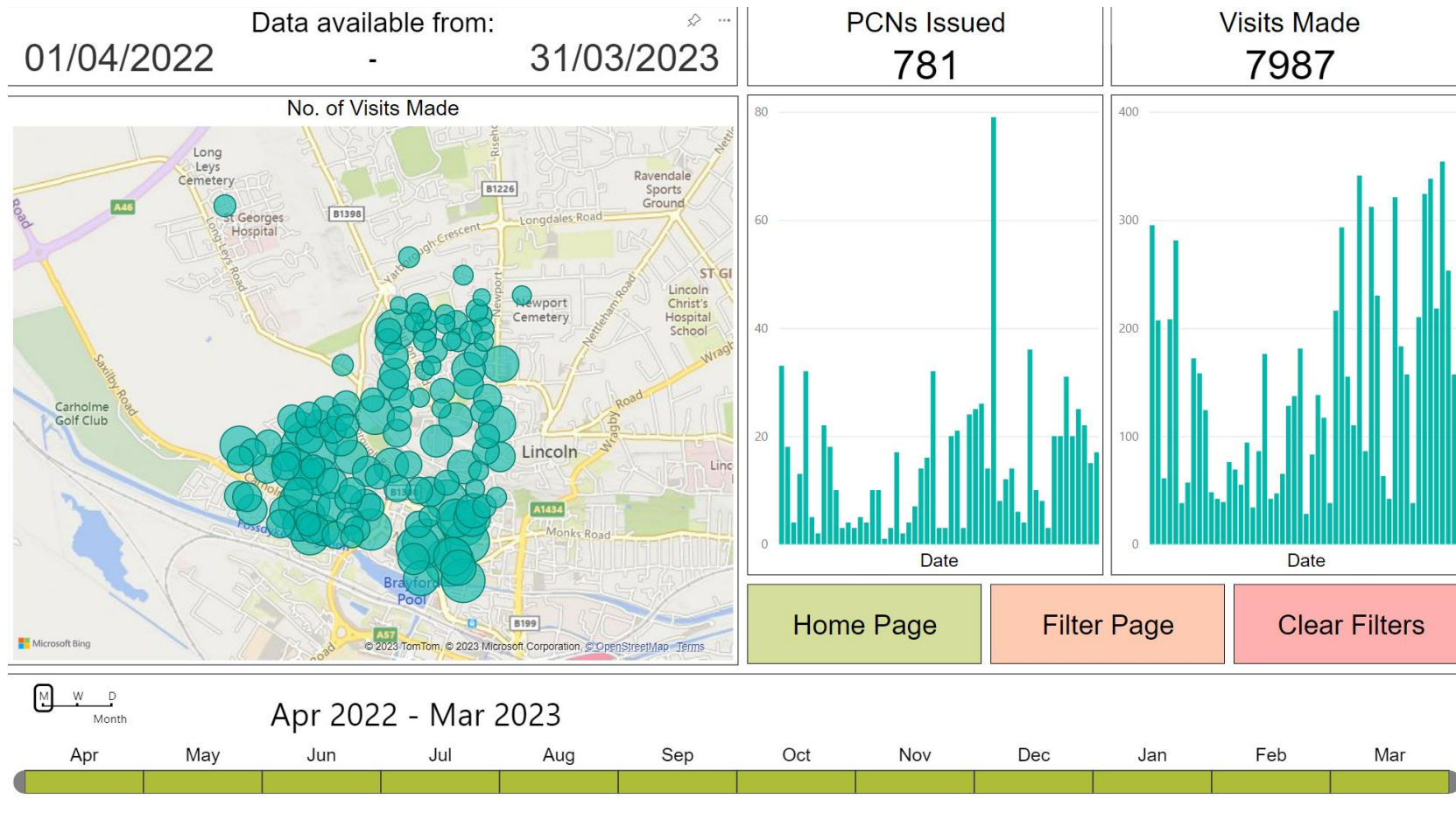
Of the 2,933, a total of 1,783 were recorded as attended or investigated by our enforcement team.

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Lincolnshire County Council continues to actively encourage members of the public to utilise our nuisance parking reporting tool as this enables us to shape patrols when required and react to non-compliant parking practices that we may not be aware of. To submit a nuisance parking report to LCC an online form can be accessed via <https://www.lincolnshire.gov.uk/xfp/form/351>

All data relating to this and parking patrol data is stored on our Open Data Power BI platform and is accessible to all Councillors. The data can be filtered to electoral division and provides extensive information relating to any given area within the County, an example of which is shown below.

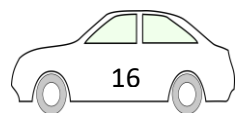
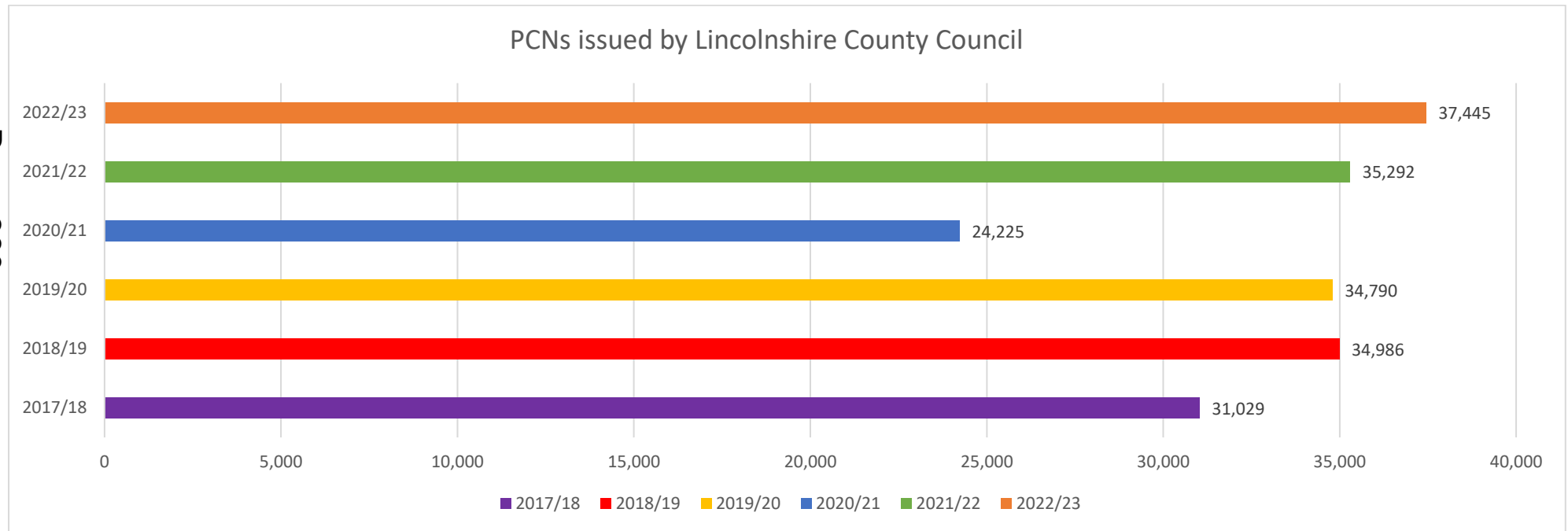


Penalty Charge Notice Issue Statistics

Lincolnshire County Council has always taken an open and transparent outlook when publishing PCN data and we update our statistics regularly on our website. All data can be broken down by District area, street name and even Electoral Division. The following weblink provides a member of the public with direct access to our interactive data.

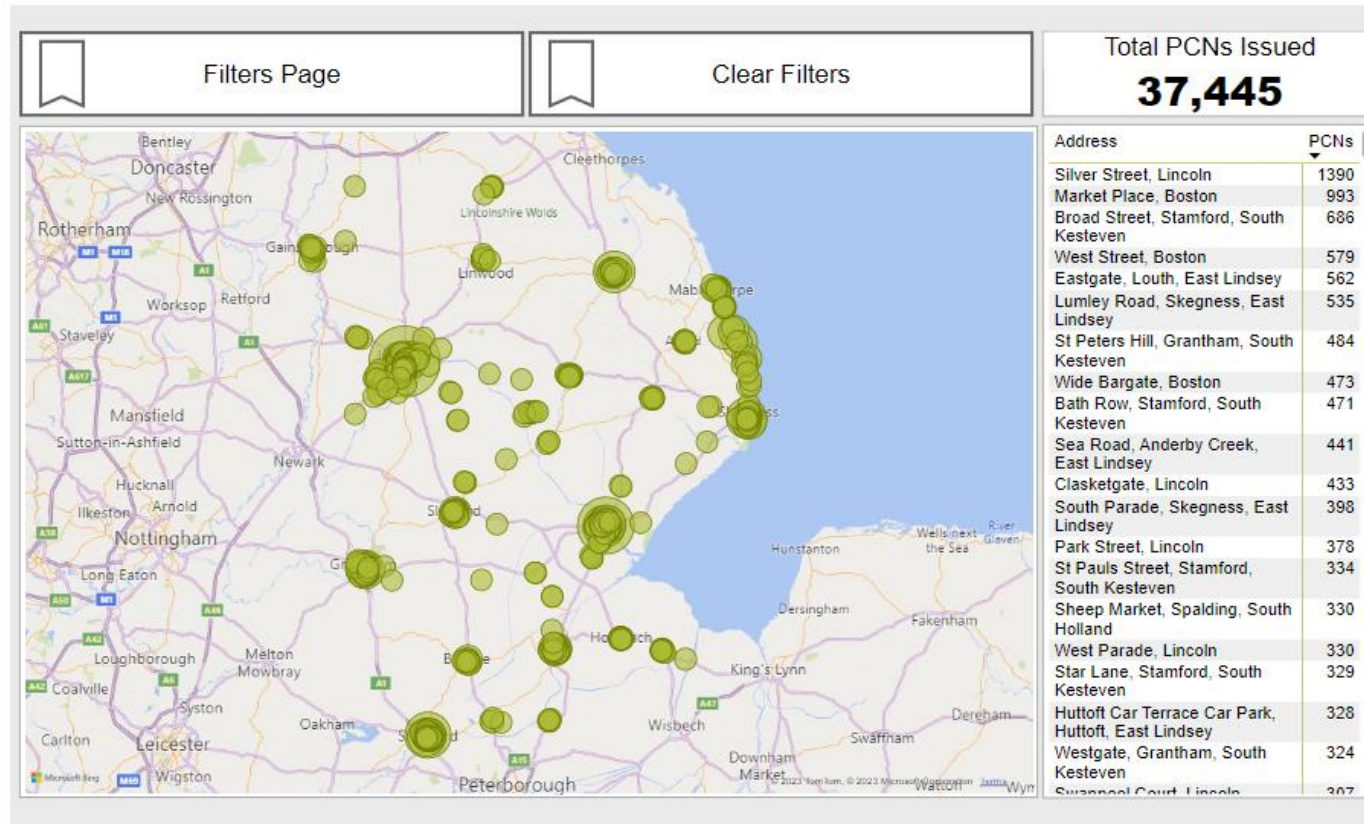
<https://lincolnshire.ckan.io/dataset/pcns>

Below illustrates the amount of PCNs that have been issued since 2017. During the year 2020/21 enforcement was temporarily halted due to the COVID 19 Pandemic. 2022/2023 saw the introduction of the enforcement of the Lincolnshire Coastal Country Park's Car Parks.



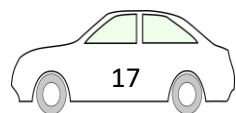
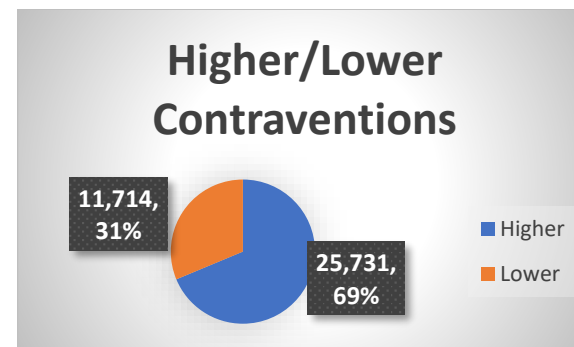
In the 2022/2023 financial year, a total of 37,445 Penalty Charge Notices were issued. The below highlights some of the streets across the County where the most parking contraventions occurred.

You can view the PCN data for 2022/23 by visiting <https://lincolnshire.ckan.io/pages/pcn2022-23>



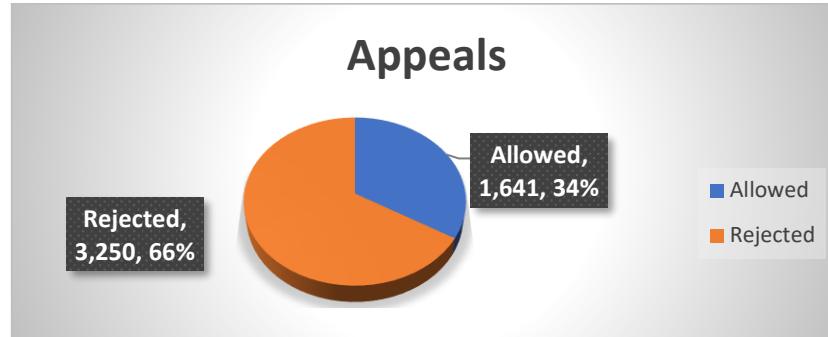
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PCNs issued in 2022/23 – Higher/Lower Contraventions

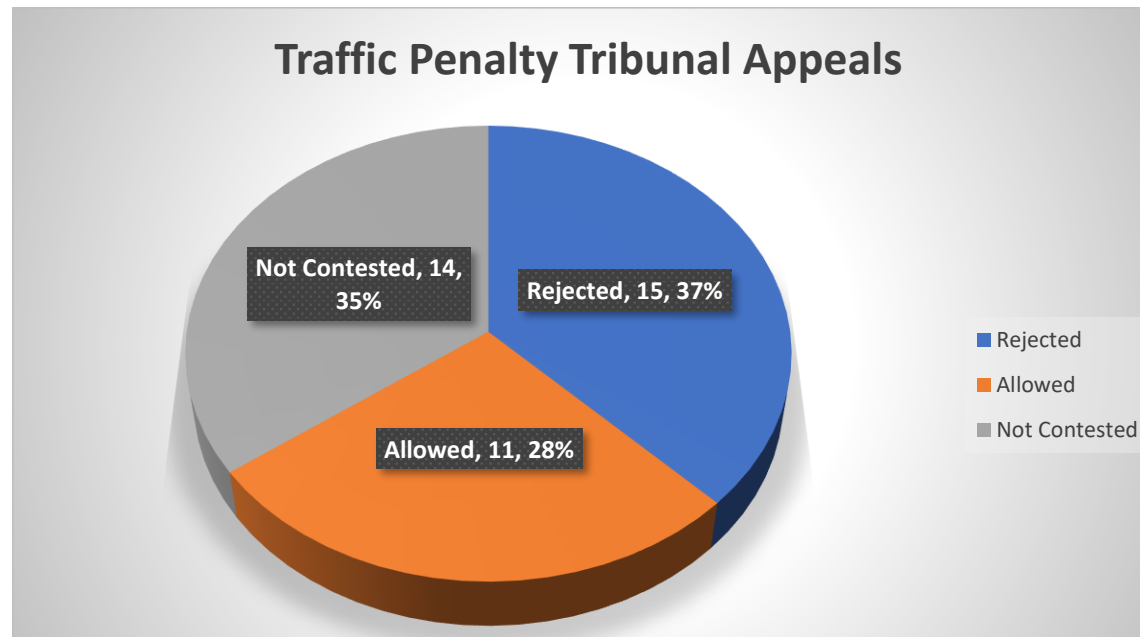


Challenges, Formal Representations and TPT

There were 4,891 appeals throughout the year.



In 2022/23 there were 40 appeals decided by the Traffic Penalty Tribunal.



Transparency in Finance

The table below shows a breakdown of the costs incurred by the Council and any surplus generated from Civil Parking Enforcement.

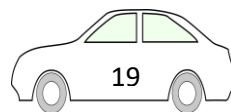
In line with the Traffic Management Act 2004, any surplus arising from on-street parking and enforcement is ring-fenced and can only be used for the provision of the enforcement service, supplying or making good parking facilities, transport projects, environmental projects or if the council feels that none of these are required, the funds can be set aside against potential losses for up to 5 years.

Lincolnshire County Council receives no income for on-street parking, preferring to provide free limited waiting parking in town centres, helping to support local businesses and services by encouraging more visitors.

The 2022/2023 financial figures highlight that a small surplus of £16,194.91 was recorded and has been added to the CPE reserves. Prior to this year, recent annual deficits (excluding COVID implications) have primarily occurred due to the increase in National Living Wage requirements. Any increase directly impacts upon our Enforcement contract's monthly costs and these increases rise each year. It is projected that contract costs will rise further from April 2024. Any shortfall between income and costs can be covered from any surplus in the Parking Account or the Council's General Fund. Whilst costs are on the rise, the real time cost of a Penalty Charge Notice has remained the same for many years and long before CPE was introduced to Lincolnshire in 2012. The British Parking Association have been vocal in requesting a review from Central Government into a potential increase to Penalty Charge Notice monetary levels, and Local Authorities remain active in ascertaining what developments may occur in the future.

From an operational viewpoint, we ensure that our patrols are as efficient as possible and that areas which are known to suffer from non-compliant parking are frequented as often as resource allows. Taking proactive measures such as these increases customer satisfaction but also results in a more accessible highway with greater parking opportunities for visitors to local amenities.

		2022/23
Income	Penalty Charges	£1,401,252.50
	Other reimbursements / contributions	£98,064.82
	Total	£1,499,317.32
Costs	Enforcement Contract	£1,007,126.42
	Notice Processing Contract	£240,048.72
	Council costs	£235,947.27
	Total	£1,483,122.41
Surplus	Total	£16,194.91



The Future

The enforcement contract for parking is due for tender in 2024. Work continues to occur in order to finalise the specification of the new contract, focusing on service delivery and innovative enforcement processes creating efficiencies across the highway network.

The level of penalty charge has remained static for many years whilst costs, especially for staff and travel, continue to climb. This leads to an inevitable cross over where cost can exceed income. How to minimize or eliminate this financial burden whilst continuing to deliver the service in line with Council policy will continue to be the main priority going forward.

Contact us



ParkingServices@lincolnshire.gov.uk



01522 782070



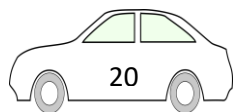
Parking Services, Lincolnshire County Council, County Offices, Newland, Lincoln, LN1 1YL
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@LincolnshireCC





Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director – Resources

Report to:	Highways and Transport Scrutiny Committee
Date:	30 October 2023
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 Highways and Transport Scrutiny Committee are invited to:

- (1)** Review and approve the contents of its work programme; and,
- (2)** Highlight any additional scrutiny activity which could be included for consideration in the work programme.

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.

2. Committee Work Programme

11 DECEMBER 2023 - 10:00 am		
Item		Contributor
1.	Highways Infrastructure Asset Management Plan 2023 <i>(Pre-decision scrutiny – Executive Cllr decision 13-21 Dec 2023)</i>	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	Highways Infrastructure Asset Management Policy <i>(Pre-decision scrutiny – Executive Cllr decision 13-21 Dec 2023)</i>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	Highways - Quarter 2 Performance Report (1 July to 30 September 2023)	Jonathan Evans, Head of Highways Client and Contractual Management Services
4.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
5.	Transport - Quarter 2 Performance Report (1 July to 30 September 2023)	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services
6.	Civil Parking Enforcement Annual Report	Matt Jones, Parking Services Manager

29 JANUARY 2024 - 10:00 am		
Item		Contributor
1.	Revenue and Capital Budget Proposals <i>(Pre-decision scrutiny)</i>	Keith Noyland, Strategic Finance Lead - Place, Fire & Rescue
2.	North Hykeham Relief Road – Land Assembly Preparation and Highways Matters <i>(Pre-decision scrutiny - Executive decision 06 February 2024)</i>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
3.	Approach to Transport Strategy Developments – Annual Update Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
4.	Civil Parking Enforcement - 2024 Contract and Notice Processing Solution <i>(Pre-decision scrutiny)</i>	Mick Phoenix, Traffic Manager Matt Jones, Parking Services Manager
5.	Winter Service Plan Interim Report	Jonathan Evans, Head of Highways Client and Contractual Management Services

04 MARCH 2024 - 10:00 am

Item		Contributor
1.	Service Level Performance Reporting Against the Success Framework 2023-24 Quarter 3	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	Highways - Quarter 3 Performance Report (1 October to 31 December 2023)	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
4.	Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
5.	Road Safety Partnership Update	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager
6.	Stamford Transport Strategy	Sam Edwards, Head of Highways Infrastructure and Laboratory Services Charlotte Hughes, Senior Project Leader Highways Infrastructure

29 APRIL 2024 - 10:00 am

Item		Contributor
1.	Transport - Quarter 3 Performance Report (1 October to 31 December 2023)	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

10 JUNE 2024 - 10:00 am

Item		Contributor
1.	Parking Enforcement Procedures Manual (Pre-decision Scrutiny- Executive Cllr decision between 17 - 24 June 2024)	Matt Jones, Parking Services Manager

29 JULY 2024 - 10:00 am

Item		Contributor
1.	Winter Service Plan 2024-25 (Pre-decision Scrutiny- Executive Cllr decision)	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	Service Level Performance Reporting Against the Success Framework 2023-24 Quarter 4	Jonathan Evans, Head of Highways Client and Contractual Management Services

29 JULY 2024 - 10:00 am

Item		Contributor
3.	Highways Performance Report, Quarter 4 (1 January to 31 March 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services
4.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
5.	Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
6.	Public Transport Annual Update	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

16 SEPTEMBER 2024 - 10:00 am

Item		Contributor
1.	Highways Infrastructure Asset Management Plan 2024 (Pre-decision scrutiny – Executive Cllr decision)	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	Highways – Quarter 1 Performance Report (1 April – 30 June 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
4.	Transport - Quarter 1 Performance Report (1 April 2023 to 30 June 2024)	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

28 OCTOBER 2024 - 10:00 am

Item		Contributor
1.	Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
2.	Transport Connect Limited (TCL) - Teckal Company Update Annual Report	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

03 DECEMBER 2024 - 10:00 am

Item		Contributor
1.	Highways - Quarter 2 Performance Report (1 July to 30 September 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services

03 DECEMBER 2024 - 10:00 am

Item		Contributor
2.	Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
3.	Transport - Quarter 2 Performance Report (1 July to 30 September 2024)	Verity Druce, Head of Transport Services

3. To be Programmed

Highways Performance Report – 3-year Statutory Update following Year 6 Update in 2023 (Spring 2026).

Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy (Winter 2024).

4. 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.

5. Consultation

a) Risks and Impact Analysis

Not applicable to this report.

6. 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
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7. 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 Kiara Chatziioannou, Scrutiny Officer who can be contacted on 1522 552102, 07500 571868 or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Civil Parking Enforcement - 2024 Contract and Notice Processing Solution [I030628]	Jan 2024	Executive Councillor: Economic Development, Environment and Planning	Finance Legal HR Corporate Commercial Board Highways and Transport Scrutiny Committee	Traffic Manager E-mail: mick.phoenix@lincolnshire.gov.uk	Yes	All Divisions
Highways Infrastructure Asset Management Plan 2023 [I029249]	Between 13-21 Dec 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (11 December 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions
Highways Infrastructure Asset Management Policy [I029248]	Between 13-21 Dec 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (11 December 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions
North Hykeham Relief Road - Land Assembly Preparation and Highway Matters [I030650]	6 February 2024	Executive	Local councillors and appropriate statutory bodies Highways and Transport Scrutiny Committee	Head of Highways Infrastructure E-mail: sam.edwards@lincolnshire.gov.uk	Yes	Eagle and Hykeham West
Revenue and Capital Budget Proposals [TBC]	6 Feb 2024 TBC	Executive	Highways and Transport Scrutiny Committee (29 Jan 2024)	Strategic Finance Lead - Place, Fire & Rescue E-mail: Keith.noyland@lincolnshire.gov.uk	Yes	All Divisions

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Parking Enforcement Procedures Manual [I030731]	Between 17 June 2024 and 24 June 2024	Executive Councillor: Highways, Transport and IT	Place DLT	Parking Services Manager E-mail: Matt.jones@lincolnshire.gov.uk	Yes	All Divisions

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