



County Offices
Newland
Lincoln
LN1 1YL

23 February 2024

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 4 March 2024 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, 4 MARCH 2024**

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 29 January 2024	5 - 12
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Grantham Future High Street Fund - Market Place & Station Approach Projects <i>(To receive a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which invites the Committee to consider the Grantham Future High Street Fund - Market Place & Station Approach Projects due to be considered by the Executive Councillor for Highways Transport and I.T. between 11 and 15 March 2024)</i>	13 - 22
6	Public Rights of Way Fees & Charges <i>(To receive a report from Chris Miller, Head of Environment, which invites the Committee to consider the Public Rights of Way Fees & Charges due to be considered by the Executive Councillor for Economic Development, Environment and Planning between the 5 and 15 March 2024)</i>	23 - 50
7	Highways Performance Report, Quarter 3 (1 October to 31 December 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 3)</i>	51 - 232
8	Highways Major Project Update Report <i>(To receive a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which outlines progress concerning major projects)</i>	233 - 242
9	Annual Update on the Approach to Transport Strategy Developments <i>(To receive a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which outlines progress made regarding the Council's approach to development concerning the Transport Strategy since the last report in January 2023)</i>	243 - 250

- 10 Highways - Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding** 251 - 254
(To receive a report from Richard Fenwick, County Highways Manager, which provides the Committee with an update on Gully Cleaning/Repair and Surface Level Flooding)
- 11 Highways and Transport Scrutiny Committee Work Programme** 255 - 260
(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)

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<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, 4th March, 2024, 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
29 JANUARY 2024**

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors A M Hall (Vice-Chairman), P Ashleigh-Morris, T R Ashton, K J Clarke, A N Stokes and R A Wright

Councillor C Perraton-Williams attended the meeting remotely as an observer

Officers in attendance:-

Clair Dixon (Policy and Strategic Asset Manager), Darrell Redford (Network Resilience Manager), Helen Reek (Support Services Manager), Jonathan Evans (Head of Highways Client and Contractual Management Services), Karan Cassar (Assistant Director Highways), Kiara Chatziioannou (Scrutiny Officer), Michelle Grady (Assistant Director - Finance), Mick Phoenix (Traffic Manager), Nicole Hilton (Assistant Director - Communities), Richard Fenwick (Head of Highways Asset and Local Management Services) and Thomas Crofts (Democratic Services Officer)

Others in attendance:-

Adam Lakin (Bentley Project Management)

24 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors R Davies, E Strengiel, R Gibson and C Vernon.

25 DECLARATIONS OF MEMBERS' INTERESTS

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

26 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 11 DECEMBER 2023

RESOLVED

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

27 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

There were no announcements.

28 REVENUE AND CAPITAL BUDGET PROPOSALS 2024/25

Consideration was given to a report from Michelle Grady, Assistant Director – Finance, which provided the Committee with the opportunity to comment on the budget proposals for the next financial year 2024/25, regarding Highways and Transport. The following matters were highlighted:

- The budget had been set in line with previous indications and had been calculated based on the provisional settlement made by the Government in December 2023.
- The funding positional had largely been expected, however, it was not anticipated that the increase to the national living wage would be as high as it had been.
- Additional funding to local authorities had been announced by the Government, however, these figures had not been fully calculated and did not inform the Council's current budget proposal.
- The Council was currently looking to increase council tax by 4.99%.
- Highways expenses from the previous year were at £6.2million, with £2.5million in savings, which were largely a result of reduced electricity prices and the rollout of LED technology in relation to street lighting.

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

- Members referenced the £12 million cut in the government budget for highways in 2021-22. Officers explained that the Council had decided to reinstate the £12 million through local taxation, but the Department for Transport (DfT) had only announced a partial restoration of around £5 million in the autumn budget.
- Members inquired about the £4 million allocated for flooding issues, questioning its sufficiency. Officers clarified that the £4 million came from underspends in the current year's budget and was moved to the reserve and capital programme by the Executive. They acknowledged that the services were still determining the impact and emphasised that further discussions and reviews would likely take place in subsequent meetings.
- Concerns were raised about the impact of inflation, particularly in contracting and staffing costs, on the proposed budget for Highways and Transport services. Officers explained that the government funding, including the revenue support grant, was designed to cover inflation, and the budget-setting process involved a detailed analysis of individual contracts, taking into account anticipated inflation. Contingency measures, such as a £9 million reserve, to address any unforeseen inflationary pressures during the year were mentioned by Officers, whilst acknowledging the challenge posed by a higher-than-anticipated national living wage increase for the next year's budget. Assurance was given that government grants and a recommendation for a full Council tax amount were intended to cover these additional costs.
- Finally, the escalating costs in the educational transport budget, particularly due to inflation, and inquired about future considerations and contingencies for addressing

this issue were discussed. Officers clarified that there was not a specific contingency designated solely for transport in the future, as the current year had a contingency to ensure accurate budget levels. Budget increases were attributed not only to inflation but also to growing demand and the complexity of requirements. Reassurance was given that ongoing efforts within the service area were focused on understanding and managing these budgetary challenges and Officers expressed confidence that the £6 million contingency set aside for the future should be sufficient to cover potential challenges in the transport area and other general issues.

RESOLVED

1. That that the Committee support the proposals.
2. That comments raised by the Committee be shared with the Executive for consideration ahead of a decision being made on 6 February 2024.

29 NORTH HYKEHAM RELIEF ROAD - LAND ASSEMBLY PREPARATION AND HIGHWAYS MATTERS

Consideration was given to a report from Adam Lakin, Bentley Project Management, which provided the Committee with the opportunity to comment on the North Hykeham Relief Road land assembly preparation and highways matters prior to a decision by the Executive. The following matters were highlighted:

- The report covered preparations for necessary compulsory purchase orders for the construction of the scheme.
- New changes to the proposal included:
 - A left turning facility on the A45 roundabout.
 - Ecological mitigation initiatives following feedback from the consultation.
- It was anticipated that further funding would be available for the project by way of the Network North grant.
- Section 16 notices were to be served to all interested parties and a Section 6 agreement was to be signed with National Highways to enable the Council to make Compulsory Purchase Orders (CPOs) and Side Roads Orders (SROs).
- Further assessment regarding land assembly and rights to land were to be conducted to establish if any other private access requirements needed to be incorporated.

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

- Members queried about the potential additional funding for the Network North project and sought information on its amount. It was clarified that detailed information from the government was yet to be communicated.
- Members raised concerns about the compulsory land purchase process and asked how property prices were determined. It was explained that negotiations were the initial approach, but compulsory purchase orders were being used where necessary, emphasising that residential properties were mostly acquired, and valuations were based on a "no scheme world" principle.

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- Members inquired about the parallel process with planning applications and public awareness. Assurance was given that major landowners were engaged, and extensive public consultation had taken place. It was explained that the planning was a separate and distinct process from the compulsory purchase process and that this report dealt with preparatory matters. A further key decision was required to make a compulsory purchase order and that this decision would not be taken until planning consent had been granted.
- The Section 6 agreement was standard, and the relationship with National Highways was in a positive position.
- A commuted sum was likely payable as part of the agreement for future maintenance of the asset created by the project.

RESOLVED

1. That 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 a decision being made on 6 February 2024.

30 CIVIL PARKING ENFORCEMENT - 2024 CONTRACT AND NOTICE PROCESSING SOLUTION

Consideration was given to a report from Jonathan Evans, Head of Highways Client and Contractual Management Services, which provided the Committee with the opportunity to comment on the Civil Parking Enforcement 2024 contract and notice processing solution prior to a decision by the Executive for Highways, Transport and IT. The following matters were highlighted:

- Approximately 44,000 penalty charges were issued per annum by the service, at a cost of £1.8million.
- Soft market testing had been undertaken to evaluate service capabilities and the use of IT and intelligence systems to improve service efficiency. It was also determined that no one contract type was standard or preferred by the sector.
- The proposals of the new contract were to consider a fully outsourced service, a hybrid service or a fully inhouse service. The recommendation ruled out a fully inhouse service due to associated increased levels of risk.
- In order to improve the service, it was recommended to weight the scoring of the procurement exercise on the following basis: 30% for cost, and 70% for quality assessment.
- The contract was for five years with the option for two two-year extensions.

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

- Regarding Enforcement Flexibility – Members sought assurance that the chosen model for enforcement would allow flexibility for occasional enforcement, especially in

offline locations like schools where regular patrols might not be feasible; mentioned potential use of fixed-point cameras and concerns about the effectiveness of mobile cameras in certain situations; and inquired if schools or communities could purchase or contribute to the cost of cameras to address specific issues. Officers acknowledged the need for flexibility and mentioned the hope for improved coverage using IT and a more mobile workforce. They highlighted the potential use of fixed-point cameras, anticipating future growth in their number and considering them a cost-effective solution compared to running mobile camera cars. Officers were in ongoing discussions with districts and town councils about their potential inclusion in the contract, emphasising flexibility. Finally, concerns about school-related enforcement were addressed and it was noted that cameras could be considered as part of the new contract, providing flexibility on sighting and costs.

- Regarding School Enforcement – Members agreed on the effectiveness of fixed cameras as a deterrent, particularly outside schools and inquired about the possibility of applying for a camera for a specific school and whether it could be implemented now or in the future. Officers explained that implementing cameras presently required renegotiating with the current supplier, likely extending into the new contract, emphasising in the flexibility of the new contract, allowing for addressing priorities of enforcement.
- Regarding Electronic Vehicles and Bikes – Members inquired about the contribution of electronic vehicles and bikes to the efficiency of the service and whether there was any cost to the County Council for introducing their use. Officers clarified that the cost of electronic vehicles and bikes would likely be built into the contract as a provision cost, that would be monitored throughout the contract, and subject to re-evaluation if it became onerous. They also explained the benefits of using electronic vehicles, contributing to a cleaner environment and enabling quicker deployment of staff to address non-compliant parking issues swiftly.

RESOLVED

1. That that the Committee support the report and agree the recommendations to the Executive Councillor for Highways Transportation and IT.
2. That comments raised by the Committee be shared with the Executive Councillor for Highways, Transport and IT for consideration ahead of the decision being made between 8 - 9 February 2024.

31 WINTER SERVICE - INTERIM REPORT

Consideration was given to a report from Clair Dixon, Policy and Strategic Asset Manager, which provided the Committee with an interim report on the Winter Service. The following matters were highlighted:

- 9,650 tons of salt had been used so far.
- 2,000 tons of salt was needed to top up stocks across local depots.
- Restocking was scheduled to take place over the summer months to take salt stocks back above 25,000 tons.

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- 38 gritting runs had been completed so far.
- One redundant gritting run took place due to inaccurate weather forecasting.
- Five new grit bins had been procured.
- Salt bags had been issued to parish councils upon request, as it was assumed that restocking was not necessarily due to mild conditions last winter.
- Thirteen new gritter vehicles had been purchased out right, which would ensure savings over the long term.
- The Council owned company, Transportconnect, had taken over the vehicle maintenance of gritters.
- A route review and consultation were underway, which looked to optimise the service and determine which roads required greater focus.

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

- The service was a full capacity and it was not feasible to add more routes to the network. However, route optimisation was looking into how existing resources could be used more efficiently.
- The usage and physicality of roads were evaluated in determining the need for gritting.
- Optimisation modelling was also looking at how the placement of depot locations could be more effective.
- Members felt that greater communication with parish councils was necessary to ensure that they were properly stocked with salt, and requests did not flood in at busy times.
- Members were keen to engage with the route optimisation process and felt that they should be consulted if modelling suggested that certain routes be removed from the network.

RESOLVED

1. That that the Committee note the report.
2. That comments raised by the Committee be shared with the Executive Councillor for Highways, Transport and IT.

32 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 reported that a pre-decision scrutiny report on the Bus Service Improvement Plan and Network North Funding was to be added to the April agenda.

RESOLVED

That the work programme presented be agreed

The meeting closed at 11.15 am

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

Report to:	Highways and Transport Scrutiny Committee
Date:	04 March 2024
Subject:	Grantham Future High Street Fund - Market Place & Station Approach Projects

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Grantham Future High Street Fund - Market Place & Station Approach Projects.

This decision is due to be considered by the Executive Councillor for Highways Transport and I.T., between 11 and 15 March 2024. The views of the Scrutiny Committee will be reported to the Executive Councillor 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 I.T. as set out in the report.
- (2)** agrees any additional comments to be passed on to the Executive Councillor in relation to this item.

1. Background

The Executive is due to consider the Grantham Future High Street Fund - Market Place & Station Approach Projects between 11 and 15 March 2024. The full report to the Executive Councillor for Highways Transport and I.T. is attached at Appendix A 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 for Highways Transport and I.T. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

The Highways and Transport Scrutiny Committee is being consulted on the proposed decision of the Executive Councillor, that is being considered between 11 and 15 March 2024.

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 I.T. on the Grantham Future High Street Fund - Market Place & Station Approach Projects.

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 Sam Edwards, Head of Highways Infrastructure and Laboratory Services, who can be contacted on 07900136143 or at sam.edwards@lincolnshire.gov.uk.



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

Report to:	Councillor M J Hill OBE, Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and Councillor R G Davies, Executive Councillor for Highways, Transport, and IT
Date:	11 - 15 March 2024
Subject:	Grantham Future High Street Fund – Market Place and Station Approach (Scheme)
Decision Reference:	I030841
Key decision?	Yes

Summary:

This decision is due to be considered by the Executive Councillors for Resources, Communications and Commissioning and Highways, Transport, and IT respectively between 11 March and 15 March 2024.

Recommendation(s):

(1) That the Leader of the Council (Executive Councillor Resources, Communications and Commissioning) approves the Scheme for the Grantham Future High Street Fund – Market Place and Station Approach projects (Scheme).

(2) That the Executive Councillor for Highways, Transport, and IT:

- Approves the undertaking of an appropriate procurement process in relation to the delivery and construction of the Scheme; and
- Delegates to the Executive Director of Place, in consultation with the Executive Councillor for Highways, Transport and IT, authority to take all decisions necessary to progress the Scheme including the detailed terms, award and entering of any contract or other documentation necessary to ensure the delivery and construction of the Scheme.

Alternatives Considered:

1. A feasibility report was drafted for both projects that investigated into various forms that the improvements could take.
 - a. There were limited alternative options for the Station Approach project as the aims and outcomes of the bid were defined and the options were simply derivatives of the one presented. The one presented represented the most economical form while still meeting the aims of the District Council's bid.
 - b. There were more options prepared for the Market Place, however all other forms either impaired the use of the existing road travelling arrangements or failed to meet the requirements of the District Council's bid requirements.
2. Not to proceed with the project will result in the benefits of the projects not being realised and the benefits of the overall Future High Street funding not being realised.

Reasons for Recommendation:

The delivery of the Grantham Future High Street Fund – Market Place and Station Approach projects will see public realm improvements in the Market Place and at Station Approach as part of the Department for Levelling Up, Housing and Communities (DLUHC) funding.

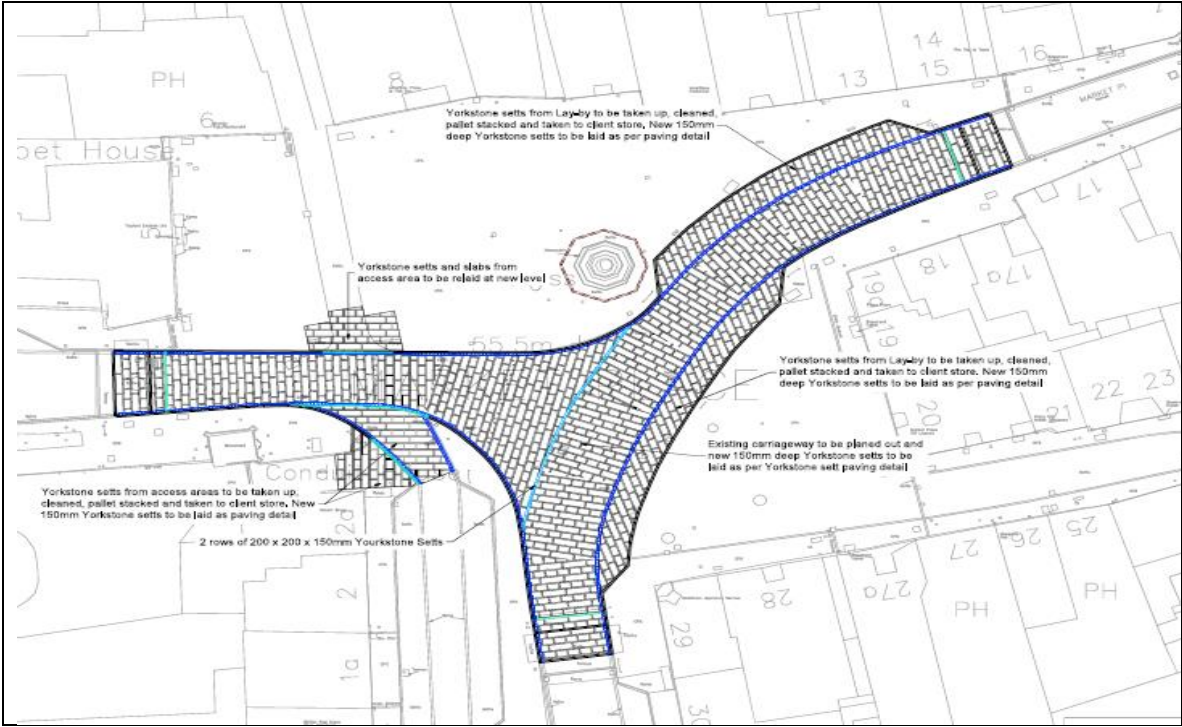
1. Background

- 1.1 The £830 million Future High Streets Fund (FHSF) is part of the Government's overall £3.6 billion Towns Fund and aims to renew and reshape town centres and high streets in a way that drives growth, improves experience, and ensures future sustainability. South Kesteven District Council (SKDC) submitted a bid for £8,041,845 to deliver infrastructure improvements projects in Grantham.
- 1.2 This report will provide an overview of Grantham Future High Street Fund – Market Place and Station Approach projects that constitute the Scheme and form part of the wider Future High Street Fund programme for SKDC. SKDC, had identified within their masterplan for Grantham town centre, a number of public realm improvement schemes, two of these were Market Place and Station Approach.
- 1.3 A Feasibility report was completed and below is a description of the defined projects, those being Market Place and Station Approach.

2.0 Market Place

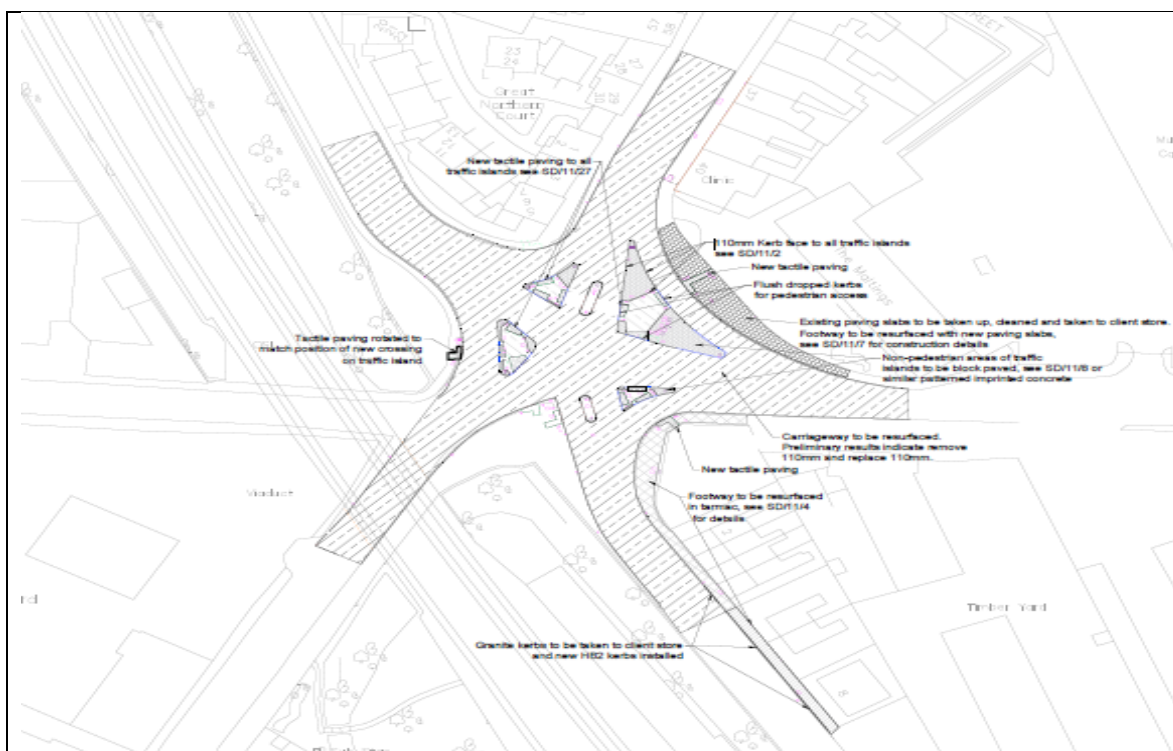
- 2.1 The Market Place project is located in the Market Place adjacent to Conduit Lane and Westgate in Grantham town centre. The aim is to create an open event space as a focal point for the town. The existing Market Place area was subject to a major reconstruction in circa 2011. These works included removal of parking areas, and installation of large areas of natural stone paving. This project will raise the current

road height of the Market Place to deliver a single level structured, cohesive space, capable of delivering a regular programme of town centre events. When not in use, the Market Place will function as a central urban open space for the town, resuming its historic function as a market place. This improvement will re-establish the Market Place as the heart of the town and a gathering point for residents and visitors.



3.0 Station Approach

3.1 The Station Approach project includes the 5-arm junction leading from Station Road to Westgate, to improve the remaining footways by replacing the existing surfacing and widening the footpath along Station Road (West), removal of pedestrian guard rail from the traffic signal junction, and replacement of the existing traffic islands with 'at grade' crossing routes.



4.0 Procurement and Construction Programme

4.1 The procurement of these projects are proposed through the Midlands Highways Alliance Framework, Medium Scheme Framework 4, Competitive Tender.

4.2 The intention is to construct the works for Market Place between April 2024 and August 2024 and for Station Approach to follow on afterwards in Autumn 2024. Exact dates will be confirmed nearer the time of construction once agreed. There is a potential that the Station Approach project can be brought forward so that is being constructed at the same time as Market Place. This will generate time and costs efficiency, however this is difficult to confirm until the contractor has been appointed

4.3 Below is an overview of the procurement programme for the projects

Item	Date
Tender Period	February 2024 - March 2024
Highways and Transport Scrutiny Committee	4 March 2024
Executive Key Decision	11 March to 15 March 2024
Award Contract	15 March 2024
Contractor mobilisation (Market Place)	15 March 2024 for 4 weeks
Construction (Market Place)	15 April 2024
Contractor mobilisation (Station Approach)	1 October 2024
Construction (Station Approach)	1 November 2024

5 Cost Estimates

5.1 Below is the detailed cost forecast for the project for the Market Place project

Item	Cost summary
Works costs	£1,604,299.00
Statutory Undertaker Costs	£7,413.00
Professional Fees	£153,465.00
Other Expenditure	£17,100.20
Risk & Contingency	£223,903.00
Total Forecast	£2,006,180.20

5.2 Below is the detailed cost forecast for the project for the Station Approach project

Item	Cost summary
Works costs	£1,833,119.00
Statutory Undertaker Costs	£3,827.00
Professional Fees	£139,202.00
Other Expenditure	£177,105.00
Risk & Contingency	£181,388.00
Total Forecast	£2,334,641.00

5.3 For the projects the construction cost estimates used are from the ECI Contractor, Galliford Try.

6 Funding

6.1 The projects are being funded by the Department for Levelling Up, Housing and Communities (DLUHC) via SKDC.

7 Traffic Management

7.1 There will be a mixture of road closures with signed suitable diversion routes and temporary traffic lights while the works progress, the specific dates will be confirmed once a contractor has been appointed and their programme is fully understood. Various traffic management options are currently being modelled to better understand the impact the works will have on the network user with a view to mitigating the potential impacts.

7.2 LCC will be actively engaging with all local businesses located on and immediately adjacent to the Market Place and Station Approach to understand both the delivery requirements to and from the businesses and will advise them on the restrictions.

8. 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.

An Equality Impact Assessment has not been undertaken. This work is considered neutral in its impact on protected characteristics groups.

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.

There are no impacts on JSNA.

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.

There are no impacts on Crime and Disorder.

9. Conclusion

9.1 This report seeks approval from the Executive Councillors for Resources, Communications and Commissioning and Highways, Transport, and IT respectively to approve the Scheme and the carrying out of a procurement process as detailed in this report and to delegate to the Executive Director of Place, in consultation with the Executive Councillor for Highways, Transport, and IT, authority to award and enter into relevant contracts for delivery of the Scheme.

10. Legal Comments:

The Scheme is within the Council's powers and in accordance with the Council's Policy Framework within the remit of the Executive Councillors to determine.

11. Resource Comments:

The works described in this report will be funded via government grant so should have no direct impact on the approved budget of the council. These schemes will be added to the capital programme in line with the council's budget framework.

12. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report will be considered by the Highways and Transport Scrutiny Committee at its meeting on 4 March 2024. The comments of the committee will be passed to the Executive Councillor.

d) Risks and Impact Analysis

An Equality Impact Assessment has not been undertaken. This work is considered neutral in its impact on protected characteristics groups.

13. 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 Sam Edwards, Head of Highways Infrastructure and Laboratory Services who can be contacted on 01522 782070 or sam.edwards@lincolnshire.gov.uk



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

Report to:	Highways and Transport Scrutiny Committee
Date:	04 March 2024
Subject:	Public Rights of Way Fees & Charges

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Public Rights of Way Fees & Charges.

This decision is due to be considered by the Executive Councillor for Economic Development, Environment and Planning, between 05 and 14 March 2024. The views of the Scrutiny Committee will be reported to the Executive Councillor 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 Economic Development, Environment and Planning as set out in the report.
- (2)** agrees any additional comments to be passed on to the Executive Councillor in relation to this item.

1. Background

The Executive is due to consider the Public Rights of Way Fees & Charges between 05 and 14 March 2024. The full report to the Executive Councillor for Economic Development, Environment and Planning is attached at Appendix A 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 for Economic Development, Environment and Planning. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

The Highways and Transport Scrutiny Committee is being consulted on the proposed decision of the Executive Councillor, that is being considered between 05 and 14 March 2024.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for Economic Development, Environment and Planning on the Public Rights of Way Fees & Charges.

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



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

Report to:	Councillor C J Davie, Executive Councillor: Economic Development, Environment and Planning
Date:	05 – 15 March 2024
Subject:	Public Rights of Way Fees and Charges
Decision Reference:	I032030
Key decision?	Yes

Summary:

A set of proposed new and updated Fees and Charges for various Public Rights of Way services has been developed following a review of the service, the existing fees and charges and recent legislation coming into force which introduces new work and cost recovery mechanisms. The previous charges have been unaltered for approximately 15 years and have not kept up with rising costs of undertaking the work.

This report seeks approval of the proposed fees and further seeks approval to allow annual increases to ensure the Council is able to continue to recover its costs.

Recommendation(s):

That the Executive Councillor for Economic Development, Environment and Planning:

- (a) considers and approves the proposed new and updated fees and charges set out in Appendix A and Appendix B of the report, to take effect from 1st April 2024; and,
- (b) considers and approves the proposal to increase fees and charges annually based on any staff cost increase, and the prevailing CPI percentage rate for all other costs.

Alternatives Considered:

- | | |
|----|--|
| 1. | <p>Increase costs based on local pricing of other similar authorities.</p> <p>The costs and charges have been developed based on the average officer time taken for various tasks, and average costs of materials. A benchmarking exercise was carried out to provide insight and understanding to other similar authorities' costs which has been helpful, however using benchmarking data alone increases the risk that the Council could be undercharging for the service which increases</p> |
|----|--|

	pressure on existing budgets, or overcharging for the service which would not be in line with legislation.
2.	<p>Keep charges as the current levels. To keep the fees and charges at their current level will mean that the Council does not recover the full costs of delivering the service, which places pressure on existing budgets. Those variable costs that are currently used place an increased administrative burden to provide quotes and create uncertainty for the customer as to the final price. A fixed price method for some elements is preferred to ensure consistency and certainty and make the process of undertaking the work simpler and more efficient.</p> <p>Additionally, the existing fees and charges do not take into account the changes being introduced by new legislation, which creates new mandatory responsibilities with a new different charging structure which allows the Council to recover full costs. Without having the ability to properly recover costs for this work would place the Council at risk of exposure to significant higher costs than before.</p>

Reasons for Recommendation:

The proposed fees and charges represent the full cost to the Council of providing the services and enable the Council to respond effectively to the expected future demand emerging from new legislation.

To ensure that the Council continues to recover the full costs of providing the service it is recommended that an annual price increase is approved.

1. Background

- 1.1. A recent review of the Public Rights of Way and Access Service was undertaken between July and October 2023, following the recruitment of the new Public Rights of Way and Access Manager.
- 1.2. The review highlighted that the current fees and charges for services provided by the Public Rights of Way and Access service have not been reviewed since approximately 2014, and as a result do not effectively cover the costs of providing the service.
- 1.3. Additionally, the Deregulation Act 2015 (the Act) places additional burdens on the Council, with different charging structures. This legislation has started to come into force and the provisions relating to public path order are expected soon. The Act changes the way that certain public path order applications are processed and made by providing a ‘right to apply’ for a diversion or an extinguishment order in certain circumstances.

- 1.4. These orders have a different charging structure to normal public path orders and allow the Council to recover full costs of making an order to cover costs of defending a decision in a subsequent public inquiry, which are not yet included in the existing fees and charges.
- 1.5. The majority of the Act changes are subject to guidance however initial cost recommendations have been included to allow the Council to begin to process right to apply applications immediately following the coming into force of the Deregulation Act provisions without creating additional financial pressures on the Council. The service is currently aware of 55 pending applications from landowners once the full provisions of the Act come into force.
- 1.6. A detailed analysis of the amount of officer time and other costs required to undertake various tasks was undertaken in order to ascertain what is the cost of providing each particular service. As part of this review the full officer time costs, taking into account full overhead costs was undertaken to enable the Council to price the service to a level that covers the true cost of providing the service.
- 1.7. The fees for landowner declarations and statements are proposed to change from a variable rate to a fixed fee for various services. This will allow greater clarity for customers about the fees prior to engaging the service, as well as reducing the administrative burden of processing applications.
- 1.8. The proposed revised set of fees for the services listed below has been included in Appendix A to this report. A breakdown of the tasks and subsequent costs of Public Path Orders (PPOs) are included in Appendix B. The fees include a breakdown of the officer time and direct costs of providing the service. A benchmarking exercise was also carried out to ascertain the fees and charges for Public Rights of Way Services for neighbouring County and Unitary Authorities and provide a comparison for the proposed new fees and charges. This has been included in Appendix C to this report.
 - Receipt and processing of Public Path Orders (Diversions and Extinguishments) under the Highways Act 1980 and the Town and Country Planning Act 1990.
 - Receipt and processing of landowner deposits and declarations under Section 31(6) Highways Act 1980 (proposed to be changed to a flat fee from a variable cost to minimise administrative costs).
 - Receipt and processing of landowner statements under Section 15(a) Commons Act 2006 (proposed to be changed to a flat fee from a variable cost to minimise administrative costs).
 - Costs relating to undertaking default action pursuant to formal enforcement notices.
- 1.9. In order to ensure that the Council is able to properly recover its costs in the future, it is it is proposed that the costs are increased on an annual basis. The cost of providing the service is predominately based on officer time, with a small

proportion being other costs such as material costs and external fees. The income from the fees and charges will be utilised to ensure that service delivery against the added burdens consequent to the Act are appropriately resourced.

- 1.10. It is proposed to price any cost increase based on any increased staff costs, and by a percentage based on the prevailing consumer prices index (CPI) percentage rate at the time of review for all other rates.

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.

The service remains available regardless of protected characteristics and as a result the changes to the fees and charges are considered to be neutral in respect of the Council's Equality Act obligations.

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 JSNA and JHWS have been considered and there are not considered to be any implications from the proposals in this Report.

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.

There are not considered to be any crime and disorder implications of the decision.

3. Conclusion

The proposed fees and charges represent the full cost to the Council of providing the services. The benchmarking exercise showed that the proposed new fees and charges are below average for similar neighbouring authorities.

The proposed new fees and charges will enable the Council to respond effectively to the expected demand for Right to Apply public path order applications emerging from the Act and enable the service to recover the full costs of making any order under the new legislative process and avoiding the risk of an increased burden on Council funds.

To ensure that the Council continues to recover the full costs of providing the service it is recommended that an annual price increase is approved based on any staff cost increase, and the prevailing CPI percentage rate for all other costs.

4. Legal Comments:

The fees and charges proposed in this report are in accordance with the Local Authorities (Recovery of Costs for Public Path Orders) Regulations 1993 as amended by the Local Authorities (Charges for Overseas Assistance and Public Path Orders) Regulations 1996 and the Commons (Registration of Town or Village Greens) and Dedicated Highways (Landowner Statements and Declarations) (England) Regulations 2013, and fall within the remit of the Executive member to consider and determine.

5. Resource Comments:

The proposed increase to current fees and charges will generate an additional income into LCC per annum which will offset the requirement for further resources to manage the increased workloads associated with the changes to the legislation under which this work is undertaken. If the proposal is agreed, this income will be built into the 2024-25 financial position for the service. Whilst benchmarking indicates that LCC will continue to charge below average when compared to similar neighbouring authorities, the proposed increase ensures full cost recovery, minimising reputation damage from existing applicants and has the potential to attract new applicants.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

Report to be presented to the Highways and Transport Scrutiny Committee meeting on 4th March 2024. The views of committee will be reported to the Executive Councillor directly.

d) Risks and Impact Analysis

Included as Appendix D to this report.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed PROW Fees
Appendix B	PPO Fee Breakdown
Appendix C	Fees and Charges Benchmarking
Appendix D	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
Deregulation Act 2015	https://www.legislation.gov.uk/ukpga/2015/20/contents/enacted

This report was written by Andrew Fletcher - Public Rights of Way and Access Manager, who can be contacted on 01522 553091 or andrew.fletcher@lincolnshire.gov.uk.

Proposed PROW Fees and Charges

Landowner statements and declarations		Current average fee (variable rate)	Proposed fee (Flat fee)	Justification											
				Average Hours	Hourly rate	Supervision hours	Supervision rate	BS support costs (est. G6 rate @ 1hr)	Total time cost	Materials costs	Travel time	Notice posting cost (G6)	Ave mileage	Total cost	Notes
Landowner deposits: Highways Act Section 31(6)	Receipt and processing of deposited map and statement (of any size)	£77.92	£141.00	3	£ 31.61	0.5	£ 43.41	£ 24.35	£ 140.89	£ -	0	£ -	0	£ 140.89	
Landowner deposits: Highways Act Section 31(6)	Fee for each additional unconnected land parcel	Nil	£18.00	0.5	£ 31.61	0.05	£ 43.41	£ -	£ 17.98	£ -	0	£ -	0	£ 17.98	
Landowner deposits: Highways Act Section 31(6)	Receipt and processing of declaration that follows an initial deposited map and statement within 4 weeks	£41.15	£43.00	1	£ 31.61	0.25	£ 43.41	£ -	£ 42.46	£ -	0	£ -	0	£ 42.46	
Landowner deposits: Highways Act Section 31(6)	Receipt and processing of declaration that follows an initial deposited map and statement (once deposit already registered)	£41.15	£94.00	1.5	£ 31.61	0.5	£ 43.41	£ 24.35	£ 93.47	£ -	0	£ -	0	£ 93.47	Extra time needed as case effectively needs to be reopened
Landowner deposits: Commons Act 2006 Section 15(a) Landowner Statements (or combined Highways Act 1980 and Commons Act 2006 deposit)	Receipt and processing of deposited map and statement (of any size), including site visit and up to 2 notices	£154.87	£260.00	4	£ 31.61	0.75	£ 43.41	£ 24.35	£ 183.35	£ 1.50	1	£ 49.64	55	£ 259.24	
Landowner deposits: Commons Act 2006 Section 15(a) Landowner Statements (or combined Highways Act 1980 and Commons Act 2006 deposit)	Fee for each additional unconnected land parcel	Nil	£35.00	0.5	£ 31.61	0.05	£ 43.41	£ -	£ 17.98	£ 1.50	0.25	£ 49.64	5	£ 34.14	

Public Path Orders (excluding 'Right to Apply' applications)			Proposed fee (Flat fee)	Justification														
				Av. Hours (DMD)	DMD Hourly rate	Av. Hours (SPROWO)	SPROWO Hourly rate	Av. Supervision hours	Supervision rate	Legal costs	Business support costs	Admin costs	Total cost time	Material costs	Av. Mileage	Notice posting av. Time	Notice posting rate (G6)	Total cost
Stage 1: Pre-application advice (optional)	Provision of advice to the applicant and site visit to discuss the proposal*	New charge	£232.00	6.08	£34.00	0.00	£43.88	0.00	£43.41	£ -	£ -	£ -	£206.72	£ -	55	0	£32.15	£ 231.47
Stage 2: Application processing and initial consultation	Application processing, land ownership checks, site survey, provision of work estimates, preparation of draft plan and undertaking of informal consultations*		£1,129.00	23.83	£34.00	4.83	£43.88	0.00	£43.41	£ 50.42	£ -	£ -	£1,072.58	£6.00	110	0	£32.15	£ 1,128.08
Stage 3: Public Path Order preparation and publication	Final clarification of route with applicant, drafting of order, sealing of order, advertising notice in local press, posting notices on site, receive, record and acknowledge responses to the advertising of the notice	£1700 plus 2 newspaper advertisements	£1161 plus one local newspaper advertisement	15.50	£34.00	0.00	£43.88	1.00	£43.41	£ 327.73	£ -	£ -	£898.14	£1.00	165	5.83	£32.15	£ 1,160.82
Stage 4: Public Path Order confirmation	Confirm and seal the order, advertise confirmation in local press, post notices on site		£961 plus one local newspaper advertisement	8.75	£34.00	3.83	£43.88	0.00	£43.41	£ 151.26	£ 24.35	£ 31.61	£672.78	£1.00	220	5.83	£32.15	£ 960.21
Current PPOs - Cost for making a route available for public use	Works required to make the route available for public use	Full cost recovery	Full cost recovery	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	Full cost recovery

* The fee covers one 2-hour site meeting. If further meetings are required or the site meeting is particular distant from Lincoln, there may be an additional charge for which applicants will be made aware

Public Path Orders ('Right to Apply' applications - subject to regulations)			Proposed fee (Flat fee)	Justification														
				Av. Hours (DMD)	DMD Hourly rate	Av. Hours (SPROWO)	SPROWO Hourly rate	Av. Supervision hours	Supervision rate	Legal costs	Business support costs	Admin costs	Total cost time	Material costs	Av. Mileage	Notice posting av. Time	Notice posting rate (G6)	Total cost
RIA Stage 1: Pre-application advice (optional)	Provision of advice to the applicant and site visit to discuss the proposal	New charge	£232.00	6.08	£34.00	0.00	£43.88	0.00	£43.41	£ -	£ -	£ -	£206.72	£ -	55	0	£32.15	£ 231.47
RIA Stage 2: Application processing and initial consultation	Application processing, land ownership checks, site survey, provision of work estimates, preparation of draft plan and undertaking of informal consultations*	New charge	£1,129.00	23.83	£34.00	4.83	£43.88	0.00	£43.41	£ 50.42	£ -	£ -	£1,072.58	£6.00	110	0	£32.15	£ 1,128.08
RIA Stage 3: Public Path Order preparation and publication	Final clarification of route with applicant, drafting of order, sealing of order, advertising notice in local press, posting notices on site, receive, record and acknowledge responses to the advertising of the notice*	New charge	£1161 plus one local newspaper advertisement	15.50	£34.00	0.00	£43.88	1.00	£43.41	£ 327.73	£ -	£ -	£898.14	£1.00	165	5.83	£32.15	£ 1,160.82
RIA Stage 4 (Opposed Orders): Negotiation of withdrawal of objections	Attempt withdrawal of objections, consideration of forwarding order to Planning Inspectorate, preparation of a decision report.	New charge	£316.00	8.00	£34.00	0.00	£43.88	1.00	£43.41	£ -	£ -	£ -	£315.41	£0.00	0	0	£32.15	£ 315.41
RIA Stage 5: (Opposed Orders): Preparation of case and referral to Planning Inspectorate (estimated time)	Preparation of various documents for a public inquiry or formal hearing.	New charge	£834.00	16.00	£34.00	0.00	£43.88	1.00	£43.41	£ 151.26	£ -	£ 94.83	£833.50	£0.00	0	0	£32.15	£ 833.50
RIA Stage 6: (Opposed Orders): Presentation of case to Planning Inspectorate at Public Inquiry	Representation at public inquiry or formal hearing	New charge	Full cost recovery (POA)															
RIA Stage 7: Public Path Order confirmation	Confirm and seal the order, advertise confirmation in local press, post notices on site	New charge	£961 plus one local newspaper advertisement	8.75	£34.00	3.83	£43.88	0.00	£43.41	£ 151.26	£ 24.35	£ 31.61	£672.78	£1.00	220	5.83	£32.15	£ 960.21

* The fee covers one 2-hour site meeting. If further meetings are required or the site meeting is particular distant from Lincoln, there may be an additional charge for which applicants will be made aware

Enforcement		Proposed fee	Justification
Area Maintenance Team costs	Per hour cost inclusive of equipment and vehicle costs	£59.19	£75.85
Senior Public Rights of Way Officer charge out rate	Per hour cost	£28.94	£43.88
Assistant Public Rights of Way Officer charge out rate	Per hour cost	£20.84	£32.15

Fee

Public path order made, but opposed and case abandoned:

£ 2,305.90 plus notice placed in a local newspaper costing in the region of £300

Public path order made, confirmed and brought into operation:

£ 3,266.12 plus two notices placed in a local newspaper costing in the region of £300 each

Fee Structure

Rates

Resource	Grade	Scale points	Charge out rate
Definitive Map Officer (DMO)	7	18-21	£ 34.00 /hr
Senior Definitive Map Officer (SDMO)	9	24-27	£ 43.41 /hr
Senior Public Rights of Way Officer (SPO)	9	24-27	£ 43.88 /hr
Senior Legal Officer (SLO)	6	15-18	£ 50.42 /hr
Assistant Public Rights of Way Officer (APO)	6	15-18	£ 32.15 /hr
Rights of Way Technical Officer (PTO)	5	12-15	£ 31.61 /hr
Business Support Assistant - Level 1 (BSA)	2	3-6	£ 24.35 /hr
Mileage rate	N/A	N/A	£ 0.45 /mile

1. Pre-application advice (optional)

Action	Resource	Time (hrs)	Mileage	Material	Cost
Arrange site visit with applicant (phone/email)	DMO	0.25	0	£ -	£ 8.50
Carry out site visit (inc travel time)	DMO	3.83	55	£ -	£ 154.97
Summarise site visit discussions and provide advice to applicant.	DMO	2.00	0	£ -	£ 68.00
Total	N/A	6.08	55.00	£ -	£ 231.47

2. Application processing fee

Action	Resource	Time (hrs)	Mileage	Material	Cost
Check returned, completed application & assess whether LR search is required	DMO	0.50	0	£ -	£ 17.00
Set up case file & electronic file/instation procedures	DMO	1.00	0	£ -	£ 34.00
Reserve new path number	DMO	0.25	0	£ -	£ 8.50
Identify parish(es) & path numbers relating to the proposal.	DMO	0.50	0	£ -	£ 17.00
Complete checklists & obtain background paperwork/maps pertaining to PPO - to include checking definitive line accurately digitised	DMO	2.50	0	£ -	£ 85.00
Check information & relevant tables held on GIS & NE website	DMO	0.50	0	£ -	£ 17.00
Prepare land ownership plan and undertake a search in land registry to identify any unknown ownership	DMO	2.00	0	£ -	£ 68.00
Undertake search in land registry	SLO	1.00	0	£ 6.00	£ 56.42
Arrange site visit with applicant (phone/email)	DMO	0.25	0	£ -	£ 8.50
Carry out site visit (inc travel time)	DMO	3.83	55	£ -	£ 154.97
Carry out site visit (inc travel time)	SPO	3.83	55	£ -	£ 192.81
Write file note & record measurements. Print site photos & key sheet	DMO	2.00	0	£ -	£ 68.00
Request estimate of rechargeable costs from SPO for any works required to new route	DMO	0.50	0	£ -	£ 17.00
Provide rechargeable cost estimate to DMO	SPO	1.00	0	£ -	£ 43.88
Draft plan showing the proposal	DMO	2.00	0	£ -	£ 68.00
Draft background statement	DMO	1.00	0	£ -	£ 34.00
Background statement and plans sent to applicant for approval	DMO	0.50	0	£ -	£ 17.00
Acknowledge approval of plan(s) & background statement	DMO	0.50	0	£ -	£ 17.00
Carry out informal consultations & file as received	DMO	3.00	0	£ -	£ 102.00
Undertake further negotiations, if required.	DMO	0.00	0	£ -	£ -
Summarise informal consultations, checking statutory consultees have responded	DMO	2.00	0	£ -	£ 68.00
Prepare report for applicant and seek decision whether to proceed further	DMO	1.50	0	£ -	£ 51.00
Total	N/A	30.16	110.00	£ 6.00	£ 1,145.08

3. Public Path Order making fee

Action	Resource	Time (hrs)	Mileage	Material	Cost
Prepare 'Justification' for order	DMO	2.00	0	£ -	£ 68.00
Prepare full Order and notice descriptions	DMO	3.00	0	£ -	£ 102.00
Recommendation to SOMO whether to make order	DMO	0.50	0	£ -	£ 17.00
Authorisation to make/not make order	SOMO	0.50	0	£ -	£ 21.71
Write to PMS to obtain Dispensation	DMO	0.00	0	£ -	£ -
Advise consultees of decision and update PPO database	DMO	0.50	0	£ -	£ 17.00
Prepare LSL and draft order	DMO	2.00	0	£ -	£ 68.00
Send (scan) instruction to LSL with relevant documentation	DMO	0.50	0	£ -	£ 17.00
Open file	SLO	1.00	0	£ -	£ 50.42
Check draft order	DMO	0.25	0	£ -	£ 8.50
Seal and copy Order	SLO	1.50	0	£ -	£ 75.63
Prepare Order notices and letters and serve on consultees	SLO	4.00	0	£ -	£ 201.68
Prepare site notices & forward to SPD for posting	DMO	1.00	0	£ 1.00	£ 35.00
Posting, checking & removal of notices	APO	5.83	165	£ -	£ 261.68
Prepare Notice of Order & plan for advertisement on LCC website & email to Dev_Publishing.	DMO	0.50	0	£ -	£ 17.00
Update PPO database	DMO	4.00	0	£ -	£ 136.00
Respond to objections as required and attempt withdrawal of any objections	DMO	0.50	0	£ -	£ 17.00
Advise applicant of outcome of formal consultations	DMO	0.50	0	£ -	£ 17.00
Recommendation to SOMO whether to confirm or abandon order	DMO	0.50	0	£ -	£ 17.00
SOMO to authorise confirmation or abandonment of Order	SOMO	0.50	0	£ -	£ 21.71
Scan returned endorsed site notices to LSL & update PPO database	DMO	0.25	0	£ -	£ 8.50
Total	N/A	28.83	165.00	£ 1.00	£ 1,160.82

4. Public Path Order confirmation fee

Action	Resource	Time (hrs)	Mileage	Material	Cost
Prepare Certificate of Operation, forward to SPD and request new route(s) made available	DMO	1.00	0	£ -	£ 34.00
Checking new route available, raising necessary orders for works/signposting/laising with LO & complete Certificate of Operation	SPO	3.83	55	£ -	£ 192.81
Draft Legal Event Order, amending plan as required to comply with DMMO notation	DMO	2.00	0	£ -	£ 68.00
Request LSL Confirm order & seal Legal Event (following order confirmation period)	DMO	0.50	0	£ -	£ 17.00
Confirm Order	SLO	1.00	0	£ -	£ 50.42
Prepare Order notices and letters and serve on consultees	SLO	1.00	0	£ -	£ 50.42
Prepare site notices & forward to SPD for posting	DMO	1.00	0	£ 1.00	£ 35.00
Produce & Seal Legal Event	SLO	1.00	0	£ -	£ 50.42
Prepare site notice & plan for advertisement of confirmation on LCC website & email to Dev_Publishing.	DMO	0.50	0	£ -	£ 17.00
Posting, checking & removal of notices	APO	5.83	165	£ -	£ 261.68
Scan returned endorsed site notices to LSL & update PPO database	DMO	0.25	0	£ -	£ 8.50
Closing case file procedures & distribution of confirmed Order/Legal Event	DMO	1.00	0	£ -	£ 34.00
Collate invoice costs (PPO fees) / newspaper notices (making & confirming) / rechargeable works / mileage / LR registry search fees)	DMO	1.00	0	£ -	£ 34.00
Advance notice of invoice to applicant	DMO	0.50	0	£ -	£ 17.00
Request Business Support raise invoice	DMO	0.50	0	£ -	£ 17.00
Produce Invoice	BSA	1.00	0	£ -	£ 24.35
PTO to update GIS as part of file closing	PTO	1.00	0	£ -	£ 31.61
Archive file	DMO	0.50	0	£ -	£ 17.00
Total	N/A	23.41	220.00	£ 1.00	£ 960.21

Fee

Public path order made, but opposed and case abandoned.

£ 2,305.90 plus notice placed in a local newspaper costing in the region of £300

Public path order made, confirmed and brought into operation:

£ 3,256.12 plus two notices placed in a local newspaper costing in the region of £300 each

All cases where the travel is more than 10 miles can be increased - extra premium for travel. More than 20 miles.

Resource cost

1. Pre-application advice (optional)

Resource	Time		Mileage		Materials	Total Cost
	Hrs	Cost	Miles	Cost		
Definitive Map Officer	6.08	£ 206.72	55	£ 24.75	£ -	£ 231.47
Senior Definitive Map Officer	0.00	£ -	0	£ -	£ -	£ -
Senior PROW Officer	0.00	£ -	0	£ -	£ -	£ -
Senior Legal Officer	0.00	£ -	0	£ -	£ -	£ -
Assistant PROW Officer	0.00	£ -	0	£ -	£ -	£ -
Public Rights of Way Technical Officer	0.00	£ -	0	£ -	£ -	£ -
Business Support Assistant	0.00	£ -	0	£ -	£ -	£ -
Total	6.08	£ 206.72	55	£ 24.75	£ -	£ 231.47

2. Application processing fee

Resource	Time		Mileage		Materials	Total Cost
	Hrs	Cost	Miles	Cost		
Definitive Map Officer	24.33	£ 827.22	55	£ 24.75	£ -	£ 851.97
Senior Definitive Map Officer	0.00	£ -	0	£ -	£ -	£ -
Senior PROW Officer	4.83	£ 211.94	55	£ 24.75	£ -	£ 236.69
Senior Legal Officer	1.00	£ 50.42	0	£ -	£ 6.00	£ 56.42
Assistant PROW Officer	0.00	£ -	0	£ -	£ -	£ -
Public Rights of Way Technical Officer	0.00	£ -	0	£ -	£ -	£ -
Business Support Assistant	0.00	£ -	0	£ -	£ -	£ -
Total	30.16	£ 1,089.58	110	£ 49.50	£ 6.00	£ 1,145.08

3. Public Path Order making fee

Resource	Time		Mileage		Materials	Total Cost
	Hrs	Cost	Miles	Cost		
Definitive Map Officer	15.50	£ 527.00	0	£ -	£ 1.00	£ 528.00
Senior Definitive Map Officer	1.00	£ 43.41	0	£ -	£ -	£ 43.41
Senior PROW Officer	0.00	£ -	0	£ -	£ -	£ -
Senior Legal Officer	6.50	£ 327.73	0	£ -	£ -	£ 327.73
Assistant PROW Officer	5.83	£ 187.43	165	£ 74.25	£ -	£ 261.68
Public Rights of Way Technical Officer	0.00	£ -	0	£ -	£ -	£ -
Business Support Assistant	0.00	£ -	0	£ -	£ -	£ -
Total	28.83	£ 1,085.57	165	£ 74.25	£ 1.00	£ 1,160.82

4. Public Path Order confirmation fee

Resource	Time		Mileage		Materials	Total Cost
	Hrs	Cost	Miles	Cost		
Definitive Map Officer	8.75	£ 297.50	0	£ -	£ 1.00	£ 298.50
Senior Definitive Map Officer	0.00	£ -	0	£ -	£ -	£ -
Senior PROW Officer	3.83	£ 168.06	55	£ 24.75	£ -	£ 192.81
Senior Legal Officer	3.00	£ 151.26	0	£ -	£ -	£ 151.26
Assistant PROW Officer	5.83	£ 187.43	165	£ 74.25	£ -	£ 261.68
Public Rights of Way Technical Officer	1.00	£ 31.61	0	£ -	£ -	£ 31.61
Business Support Assistant	1.00	£ 24.35	0	£ -	£ -	£ 24.35
Total	23.41	£ 860.21	220	£ 99.00	£ 1.00	£ 960.21

Fee

Public path order made, but opposed and case abandoned: £ 2,305.90 plus notice placed in a local newspaper costing in the region of £300
 Public path order made, confirmed and brought into operation: £ 3,266.12 plus two notices placed in a local newspaper costing in the region of £300 each

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.

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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	Public Rights of Way and Access service Fees and charges	Person / people completing analysis	Andrew Fletcher
Service Area	Environment	Lead Officer	Andrew Fletcher
Who is the decision maker?	Cllr Richard Davies - Executive Portfolio Holder for Highways and Transport	How was the Equality Impact Analysis undertaken?	Desk based analysis by Lead Officer
Date of meeting when decision will be made	From 05 March 2024 to 15 March 2024	Version control	1
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	Update of the existing Fees and Charges for the Public Rights of Way and Access service		

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
Disability	No positive impact
Gender reassignment	No positive impact
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No positive impact
Religion or belief	No positive impact

Sex	No positive impact
Sexual orientation	No positive impact

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'.

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Age	No perceived adverse impact
Disability	No perceived adverse impact
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact

Race	No perceived adverse impact
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

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

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 engagement@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 external consultation undertaken. The Public Rights of Way and Access Service fees and charges apply to every person who uses the service equally, and do not favour or disadvantage any people with protected characteristics under the Equality Act 2010. The assessment was undertaken as a discussion between Chris Miller (Head of Environment) and Andrew Fletcher (Public Rights of Way and Access Manager)

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

Age	No external consultation undertaken.
Disability	No external consultation undertaken.
Gender reassignment	No external consultation undertaken.
Marriage and civil partnership	No external consultation undertaken.
Pregnancy and maternity	No external consultation undertaken.
Race	No external consultation undertaken.
Religion or belief	No external consultation undertaken.

Sex	No external consultation undertaken.
Sexual orientation	No external consultation undertaken.
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.	No external consultation undertaken.
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?	No positive or negative impacts of the decision on persons with protected characteristics have been identified

Further Details

Are you handling personal data?

Yes

If yes, please give details.

The Public Rights of Way and Access Service routinely process personal data in order to effectively provide the service.

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Actions required

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

Action

Lead officer

Timescale

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
1	Version issues as part of report documentation	Andrew Fletcher	5/1/2024		

Examples of a Description:

- 'Version issued as part of procurement documentation'
- 'Issued following discussion with community groups'
- 'Issued following requirement for a service change; Issued following discussion with supplier'

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

Report to:	Highways and Transport Scrutiny Committee
Date:	04 March 2024
Subject:	Highways Performance Report, Quarter 3 (1 October to 31 December 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 Highway maintenance Service in Lincolnshire.

This report contains:

- Lincolnshire Highways Performance Report, Year 4, Quarter 3
- Highways Complaints Report, Quarter 3
- NHT Public Satisfaction Survey, October 2023

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 3 can be found in Appendix A. This covers the period of October to December 2023.

The results per contract area are:

	This Quarter	Last Quarter
Highways Works Term Contract (Balfour Beatty)	78.6%	76.6%
Professional Services Contract (WSP)	78.0%	74.5%
Traffic Signals Term Contract (Colas)	86.0%	94.0%
Client (LCC)	90.0%	83.0%
Alliance (LCC/Balfour Beatty/Colas/WSP)	83.0%	86.0%

The overall scores for Q3 for all the contract areas are positive. Storm Babet had an impact on some aspects of the Highways Works contract but there are areas of continued improvement, such as the Street Lighting service. The Professional Service Contract has continued on a positive upward trend across this year to date. One aspect of the Traffic Signals contract fell below the minimum performance level.

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

- Highway Works – PI2 – Response times for emergency works
- Traffic Signals – PI10 – Quotations provided within 3 weeks

In line with the contractual procedures, PI3 (Highways Works) is still below the minimum performance level so has triggered a low service damage penalty.

1.3. Contract Refresh

At the Executive on the 7th November 2023, 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. As part of the extension agreement a number of contract adjustments were proposed and accepted. These improvements are being implemented in advance of April 2024 to ensure that the contract continues to deliver the demands of the wider Highway Service.

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 focus area for this contract within the extension phase is the continued focus on recruitment and retention of locally based skilled workers. A number of initiatives have been implemented, such as hybrid positions that incentive the remote staff to base themselves within the Lincolnshire Design office two or three days per week.

The Traffic Signals Provider (Colas) is not extended, and a new re-procurement process is commenced. To date, a project governance structure has been created and initial workshops have been held with the Traffic Signals team and the procurement leads to ensure that resource and work packages are clearly defined. Prior to the next quarterly performance update, the Traffic Signals procurement will formally commence with the issue of a Prior Information Notice to advertise the opportunity to the market. During this phase, the authority will carry out market engagement to test the appetite of the potential bidders in relation to this opportunity.

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 4 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 3 of 2023/24, Lincolnshire Highways repaired 10,120 (previous quarter – 11,437) faults, including 7,498 (previous 8,708) carriageway potholes (including edge potholes). The service fixed 358 (previous 396) gully grates/manhole covers, 652 (713) footway defects, replaced 29 (64) gully pots completely, as well as conducting 183 (235) kerbing jobs, 126 (303) minor tree jobs and repaired or replaced 274 (289) signs.

During the third quarter of 2023/24, Lincolnshire Highways completed a variety of schemes as detailed in the table below. This included 20 miles of carriageway patching and surfacing, 25 miles of footway resurfacing and reconstruction, and 11 miles of refreshed carriageway lining.

Work Types	Schemes	Total Miles
Footway Reconstruction	7	2.19
Micro Footway	61	22.88
Carriageway Micro Surfacing	65	6.09
Carriageway Patching	5	4.69
Carriageway Surfacing	23	8.63
Residential Resurfacing	2	0.19
Lining Works	3	10.6
Street Lighting	3	
Structures	8	
Drainage Schemes	7	
Carriageway Retexturing	10	

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.

627 (previous quarter - 682) individual jobs of this type were completed across the County in Quarter 3 of 2023/24. This included 201 (previous 150) tree jobs, 111 (previous 129) carriageway sites, 78 (66) drainage jobs, 17 (14) kerbing repairs and 79 (92) 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. It is worth noting that the levels of funding for 24/25 need to be maintained consistently over a prolonged period (projected to be 10 years) as outlined within Lincolnshire's Highways Infrastructure Asset Management 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. The Highway Service continues to highlight to the Department for Transport (DfT) via regional groups that greater detail in relation to funding profiles are required so that early work can commence on works to be delivered from April 2025.

During Quarter 3, the Highway service dealt with a number of challenging weather events that pull the service from programmed work to reactive delivery. The impact of storm events of this nature are significant and have continued to disrupt normal service into 2024. During Quarter 3, 1553 emergency jobs were raised, more than twice as many when compared to the 657 raised in Quarter 3 of 2022. The result of storm events Babet, Ciaran, Debi, Elin, Fergus and Gerrit has meant that the resource normally allocated to programmed cyclical drainage cleansing and tree maintenance needed diverting to deal with emerging issues.

In response to the challenge presented by successive storm events an additional £1.8 million has been allocated to the Highway Service for additional drainage resource. Four additional gangs that are able to identify and fix small to medium size drainage projects shortly after identification will be on contract from the 1st April 2024. These extra gangs are

anticipated to work closely with the increased drainage jetting resource already on contract. The remainder of additional funding will be allocated to improving the risk profile of the targeted cyclical programme. This will enable a number of assets to move from either a biennial cycle into an annual cycle and an annual cycle into a biannual cycle.

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 3 feed into this reporting period.

The overall Professional Services score for Year 4 (2023/24) Quarter 3 is 78 out of 100, an improvement on the Quarter 2 score of 74.5.

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 8.3 out of 10 for Y4 Quarter 3. This is up on the previous quarter at 8 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 education careers events and completed the direct project based engagement with the Construction and Built Environment students at Lincoln college.

The score for performance indicator 7, timeliness of contract notifications, has maintained a score of 7 in Q3.

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 6.69 out of 10.

Within Performance Indicator 10 WSP are targeted to fill requested vacancies within 3 months. The score for Quarter 3 equates to 4 out of 10, which is the same as the Y4 Q2 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.

1.6.1. Challenges / Improvements

The pipeline of work for the Highway Service remains high and aligns with the funding levels allocated to the Highway Service. The contractual top up via the Professional Services Contract enables LCC to reach back into the wider WSP to resource up to meet this demand. The volume of additional work has increased over the past three months with Task Orders not only being received for Highway related projects but also professional advice for the wider Place directorate.

Recruitment for specialist roles within the engineering sector remains a challenge. LCC and WSP have implemented a number of initiatives to tackle the recruitment challenge and are attempting 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.

1.7. Traffic Signals Term Contract – Colas

The score for Quarter 3 performance for the Traffic Signals contract was 86 out of 100. This score has dropped from the previous Quarter 2 score of 94, driven mainly by a reduction in the number of quotations for task orders provided within 3 weeks, monitored in PI10. The score for this was 2 out of 10, below the minimum performance level of 4. This will be monitored carefully going into the next quarter, and a performance improvement plan will be required.

In terms of traffic signal reactive maintenance, the overall statistics for Quarter 3 were as follows;

- 105 emergency faults (2-hour response) which were attended in timescale (100%)
- 544 out of 549 standard faults (response within 12 contract hours) attended in time (99%)
- 64 requests for signals to be switched off for other road works.

The Traffic Signal Capital Refurbishment Programme for Quarter 3 saw the following schemes undertaken;

- High Street, Burgh-le-Marsh - Pelican to Puffin crossing refurbishment.
- Wainfleet Rd (Robin Hood Rd), Skegness - Pelican to Puffin crossing refurbishment.

1.7.1. Challenges / Improvements

Over the past two years, Colas have recruited a number of locally based staff who were less experienced than those previously on contract that were located out of the county. The upskilling of these operatives does cause strain on the wider team as it draws in the senior members of the team to resolve more challenging faults and task orders. The development of the team is well underway and LCC supports the approach.

Within quarter 3 there was an issue with securing traffic management resource within the Colas business and wider supply chain which led to a delay in providing quotes for schemes to progress. This has now been resolved and alternative arrangements have been secured. The lack of traffic management and the availability of senior members of the team contributed to the poorer score in PI10 this quarter.

LCC are pushing a significant amount of work to Colas in the remaining years of the contract and there is concern that they will struggle to deliver the increasing workload:

- There is a significant Capital Refurbishment programme in place, with 3 schemes (2 junctions & 1 crossing) to deliver in Q4 and 9 schemes (5 junctions & 4 crossings) identified in 2024 / 25.
- The Grantham Town Centre Funded works at Harlaxton Road / Westgate / Station Approach to commence in 2024 / 25.
- Western Growth Corridor providing significant junction installation works at Skellingthorpe Road / Birchwood Avenue and Tritton Road / Dixon Street in Lincoln
- The Halogen lamp conversion to LED schemes are behind schedule – only 5 of the programmed 12 sites will be installed by the end of Q4 with 8 junctions identified for works in 2024 / 25.
- Upgrade to Branston cross roads to provide adaptive control
- 11 new crossings to install as part of the Design and Build Crossing Initiative funding.
- Ongoing maintenance task orders that are showing signs of a backlog

Colas have been tasked to programme their works to ensure that labour and sub-contractors are organised to meet the demands of the contract. There is a risk that projects identified above could slip if this isn't carefully managed. The Highways Service will ensure that everything possible is being done to reduce the likelihood of this delay and that it doesn't impact on wider service delivery.

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 due to commence in Spring 2024, and a further 11 requests received for Spring/Summer 2024 to assist Parish Council and Community Groups.

Schemes this year have included various types of works, including the erection of a fence around a playpark, beck clearance, clearance of memorial gardens and Pinfold and provision of 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 3 report can be found in Appendix B.

During Quarter 3 the highways service received a total of 12,674 Fix My Street enquiries. At the time of drafting the report, call and email data was not available from the Customer Service Centre.

The Customer Relations Team received a total of 218 contacts within quarter 3 of 2023, from individuals wishing to give feedback, report issues or complain about the Highways Service, accounting for less than 1% of all contacts received.

Of these 218 contacts, 111 entered the formal complaints process, this equates to 51% of all contacts received. The remainder were resolved informally through early resolution. The number of complaints entering the formal process has decreased by 29% this quarter in comparison to the previous quarter and has decreased by 26% in comparison to the same quarter as last year.

This quarter, the Highway Service have seen a significant decrease in contacts made to those which have entered the formal process; with 66% of cases finding no fault found. As Quarter 3 falls during the winter months, it is expected that an increase in cases will be seen and this has been evident in previous years. However, even after the pull on resource in relation to storms and flooding, the number of cases has remained low. This is a result of improved communication and improving customer expectations through the Customer service Centre, officer contact and the public facing platform, Fix My Street.

4. NHT Public Satisfaction Survey

The Council has participated in the NHT Public Satisfaction survey since 2008 and this enables LCC to understand the views and preferences of a sample of residents and to compare these against other similar councils. The survey, undertaken by Ipsos MORI, is based on a sample of residents and is designed to represent a spread of customers' views of the service across the County, geographically by gender and by age.

A report based on the NHT Public Satisfaction Survey – 2023 can be found in appendix C. The content of this report gives a general overview of the Authority's position in relation to where Lincolnshire Highways stand against last year's results. It is also possible to analyse the data for individual service areas and for geographical locations.

Lincolnshire Highways are currently investigating a number of opportunities to improve it's NHT Public Satisfaction. Improvement work will be focused on continued service delivery improvements, improvements with our digital reporting platform and continued delivery of our communications calendar that is focused on seasonal activity.

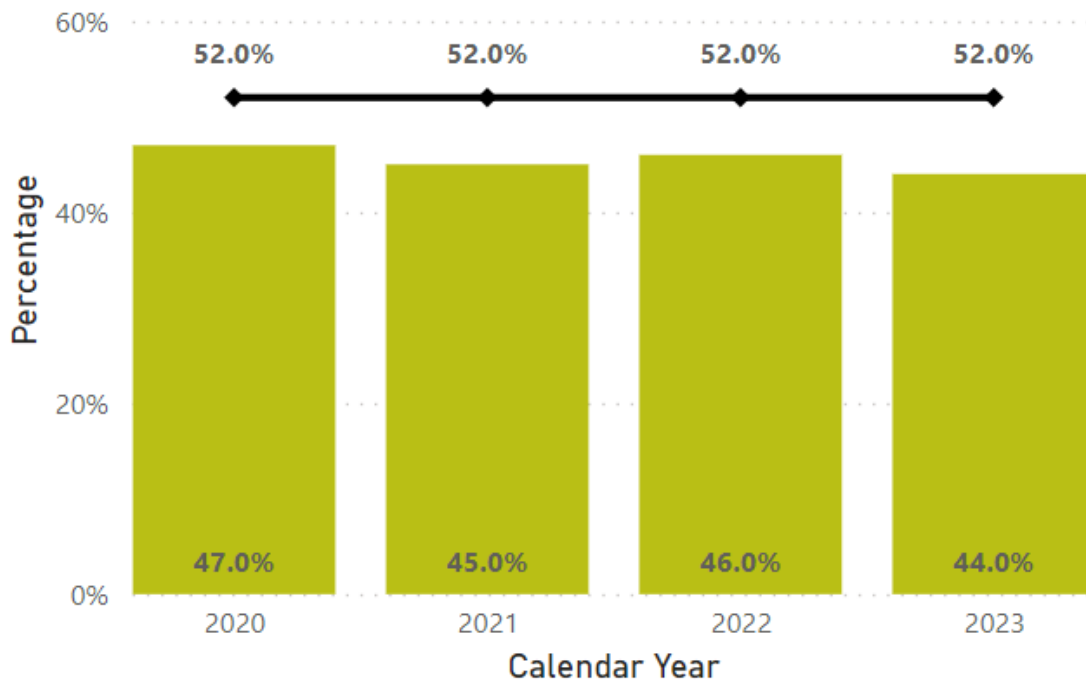
The overall NHT score is monitored as a Service Level Performance measure.

PI 108 – Public Satisfaction with Highways and Transport Services ✖

- 0 measures that exceeded their target ☆
- 0 measures that achieved their target ✓
- 1 measure did not meet their target ✖
- 0 measure that does not have a target (contextual)

LCC's score for 2023 has decreased from the previous year of 46% to 44% showing a slight decrease in public satisfaction. Our target of 52% is based on the average percentage of all other authorities in 2019. This level was chosen with the aim of having parity and is still our target. It is worth noting that the national average now is 47% which shows that whilst we are still behind the national average, our score is decreasing at a lesser rate compared to nationally.

● Percentage ◆ Target



4. Conclusion

Lincolnshire's Highway team and its strategic partners continue to deliver an efficient and effective service. 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. Funding beyond 2024/25 remains a concern due to lack of clarity however there is optimism that the central government announced £8.3 billion of additional highways maintenance funding over an 11-year period to 2034 will be an improvement from the current budget profile. Greater clarity on this funding profile has been requested from the DfT to enable the Highway Service to commit to scheme design and resource allocation from April 2025.

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 October 2023 – 31 December 2023) Quarter 3
Appendix B	Highways Complaints Quarter 3 Report
Appendix C	NHT Public Satisfaction Survey, October 2023

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 3 – October to December 2023

Prepared February 2024



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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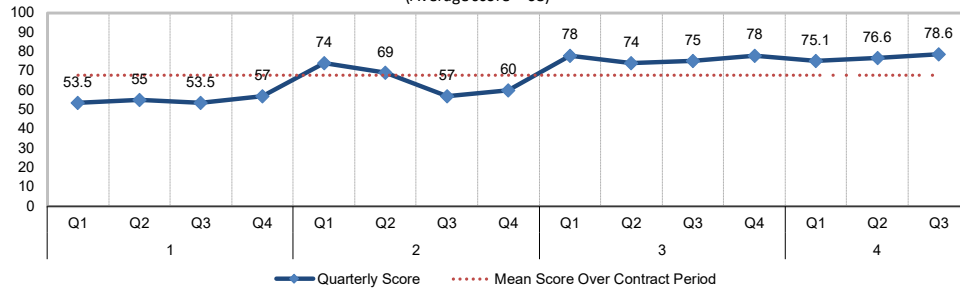


Highway Works Term Contract – Y4 Q3 Performance Summary

		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	8.9		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%	98.26%	6 ↓	10	9.0		Out of 1321 emergency jobs over the quarter, 1298 achieved the required response rate. The weekend of Storm Babet was removed from the measure due to the exceptionally high volume.	
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	91.63%	2 ↓	6	3.8		9733 out of 10622 jobs were completed on time. The lower score this quarter is partly due to the impact of Storm Babet.	
HWTC PI4	Tasked completed within timescales - Planned Works	99%	99.0%	10.0 ↑	8	9.3		174 out of 174 jobs were planned and allocated within specified timeframe. 98.5% of jobs were completed within the agreed timeframe.	
HWTC PI5	% task orders in compliance with TMA	99%	99.87%	10 ↔	10	10.0		This quarter there were 3 FPNs for non-compliance of TMA on 2388 completed JV jobs.	
HWTC PI6	Quality assessment of workmanship	95%	91.70%	8 ↑	4	7.0		The data used for the quarter shows 91.70% compliance in lab test results.	
HWTC PI7	Contract Notifications processed within required timescales.	99%	100% Notifications; 100% Target Costing	10 ↔	10	9.9		Out of 165 Contract Notifications, 165 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	5.6 ↑	4.6	3.6		Q3 has seen an improvement to the overall score. This has been driven in part by sustained improved performance on the routine maintenance programme.	
HWTC PI9	Drainage Cleansing Maintenance	95%	95.30%	10 ↔	10	8.5		At the end of Q3 101,319 out of a reduced target of 106,349 assets have been attended. This is a cumulative total for the financial year. The target was reduced by 16,000 assets due to the resources being diverted to support Storm Babet. The 16,000 assets have been added to the target for Q4.	
HWTC PI10	Winter/Summer Maintenance	100%	Achieves minimum performance level	8 ↑	5	7.3		Winter Gritting was carried out as required however some runs missed their start times.	
				Total	78.6	↑	76.6	77.1	Overall Summary The overall score for this quarter has seen an improvement. Storm Babet impacted various aspects of the service and has contributed to a reduced score in PI2 and PI3.

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Highways Works Performance Scores Over The Contract Period
(Average score = 68)



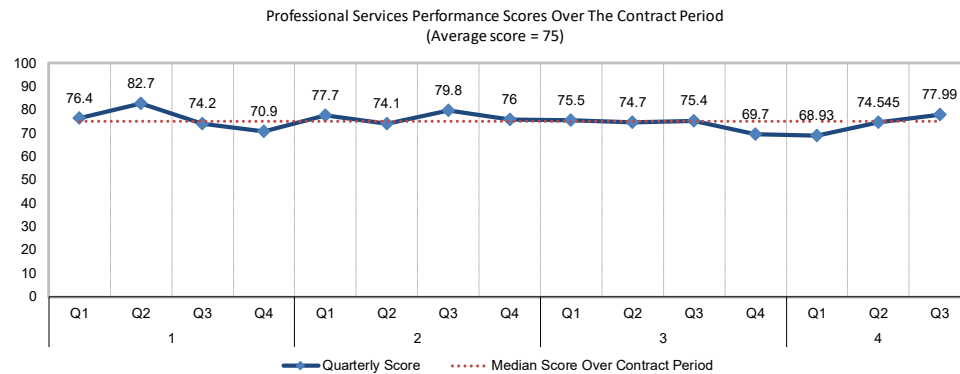
Yearly Average Highways Works Performance Scores





Professional Service Contract – Y4 Q3 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%	82%	7.4	↑	6.4	7.0	The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 81.92% this quarter.	
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	88.4%	8.8	↑	8.2	8.4	There were 47 Task Orders completed this quarter - on average they took 88.44% of the agreed timescale. The average score for Design was 8.58 whilst Supervision was 9.00.	
PSP PI5	Overall Performance of Design and Supervision	85%-115%	112%	8.3	↓	9.6	8.0	The average Awarded Tender Value was 112% 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%	92.0%	8.6	↑	7.6	8.2	The completed schemes average percentage of Original Quote compared to Actual Cost was 92%. Less than 100%; Pre-Tender Works Cost Estimate more than Assessed Tender Value.	
PSP PI7	Contract Notifications processed within required timescales.	99%	89.6%	7.0	↔	7.0	4.3	Out of 67 Contract Notifications 60 were acknowledged or actioned in appropriate timescales.	
PSP PI8	Client Satisfaction of Design Service	>9.5	6.7	6.0	↑	4.0	5.5	The average score by Task Order values were as follows - Below 10k = 8.45 , 10k-50k = 6.36, 50k-100k = 5.69 , Greater than 100k = 6.25. The average overall was 6.69	
PSP PI9	Continuity of Key Staff	10	9.9	9.9	↑	9.7	9.4	One scheme reported potential for a minor impact due to changes in staff.	
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	78.0	↑	74.5	72.8	Overall Summary The overall Professional Services Partnership score for this quarter is 78 out of 100. This is an increase from the previous quarter and continues a positive trend for Y4.

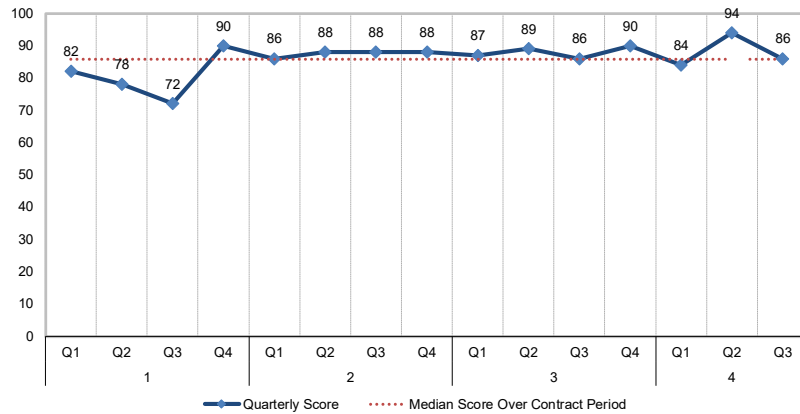




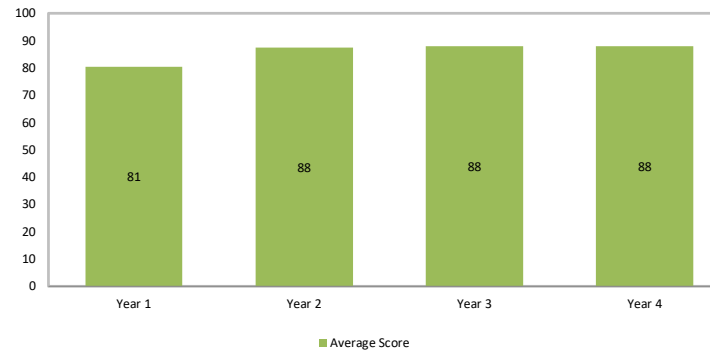
Traffic Signals Term Contract – Y4 Q3 Performance Summary

		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	8 achieved	6	↑	4	4.5	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved which equates to a score of 6.
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	10.0	105 emergency faults out of 105 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	99.09%	10	↔	10	10.0	544 faults out of 549 faults received during Q3 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	98%	8	↓	10	8.5	98 of 100 task orders that have been received during Q3 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%	10	↔	10	10.0	564 out of 564 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	100%	10	↔	10	8.0	8 task orders out of 8 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	On track	10	↔	10	10.0	240 annual inspections were completed by the end of Q3 - which is ahead of target. 76% of total.
TSTC PI10	% of Quotations provided within 3 weeks	100%	92.31%	2	↓	10	7.5	96 out of 104 jobs requiring quotations were actioned within 3 weeks.
			Total	86.0	↓	94.0	88.5	<p>Overall Summary</p> <p>The score for this quarter has decreased from 94 to 86 points. Most measures have scored well, but there has been a drop in PI10 due to delays in providing quotations.</p>

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



Yearly Average Traffic Signals Performance Scores

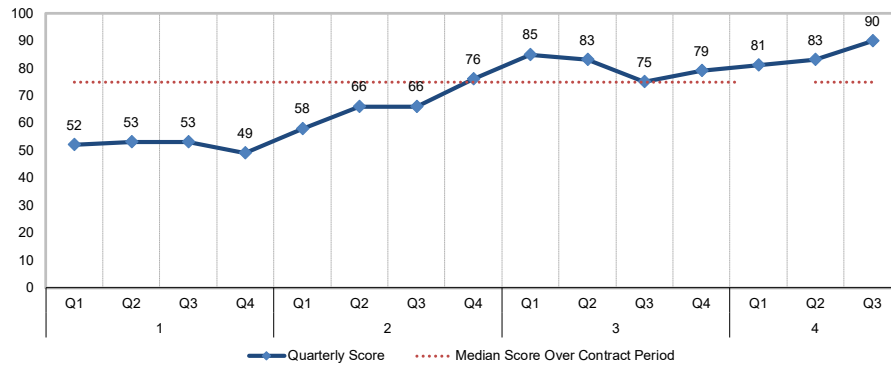




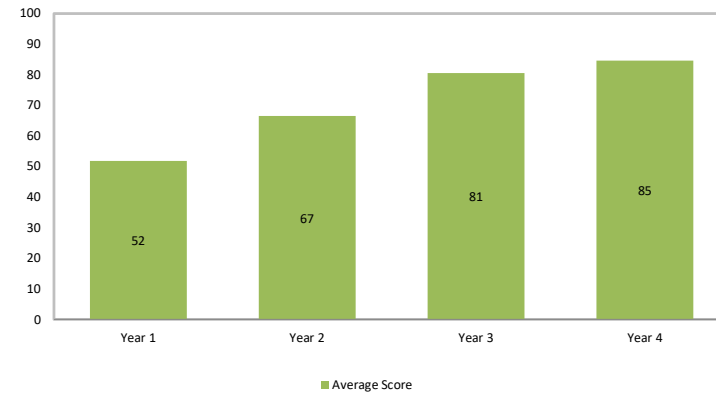
Client – Y4 Q3 Performance Summary

	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter	
Client PI1	Client scheme proposals	Sept 23	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 PI2	Variation from Annual Plan spend profile	98-102%	100%	10	↔	10	10.0	There has been no budget movement, as such this measure score full points.
Client PI3	Client Enquiry Response Times	100%	96.91%	8	↔	8	7.8	Out of 16806 incoming enquiries, 16287 were actioned within appropriate timescales.
Client PI4	Early Contractor Involvement	>98%	98.01%	10	↑	8	7.5	197 out of 201 schemes this quarter have had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	6.71%	10	↔	10	8.5	So far £67,587,896.25 has been raised on Confirm with £4,537,021.14 compensation events against that target. Variation of 6.71%.
Client PI6	Total Rejected Orders	<1%	0.55%	9	↔	9	8.8	Out of 19531 committed jobs 107 were rejected
Client PI7	Contract Notifications processed within required timescales.	98%	95.14%	9	↑	7	7.3	Out of 329 Contract Notifications, 313 were acknowledged or actioned in appropriate timescales.
Client PI8	Percentage of abortive works	<1%	0.00%	10	↑	6	8.0	Out of 360 jobs that have gone through the ECI process, 0 were subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	95.31%	6	↓	7	7.5	Out of 597 Highway Inspections 28 had an overdue inspection.
Client PI10	Value for Money	Constant Improvement	On track	8	↔	8	8.0	5 out of 7 Value For Money assessments have been completed, the remaining 2 are due to be completed in January 2024. As such the measure has maintained at a score of 8 accordingly.
			Total	90.0	↑	83.0	83.3	Overall Summary The Client score has increased this quarter from 83 to 90, with positive improvements on the completion of ECIs and processing contract notifications within the required timescales.

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



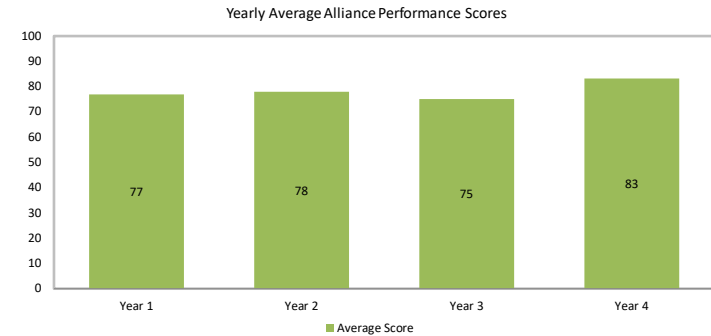
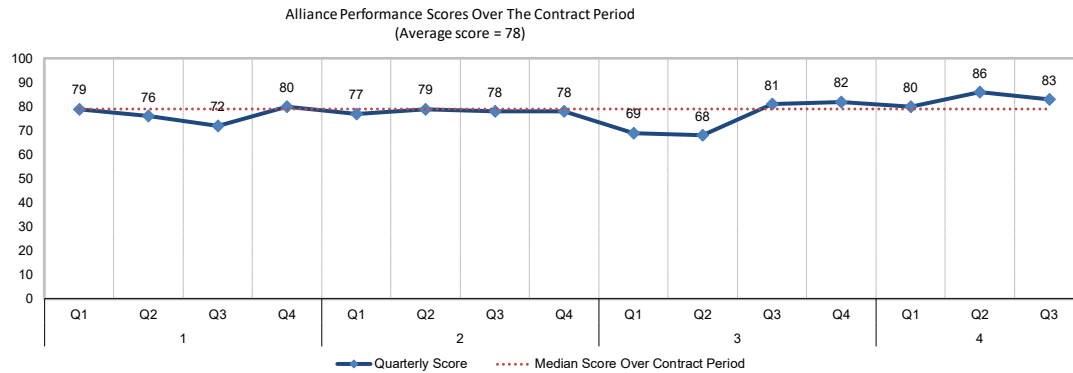
Yearly Average Client Performance Scores

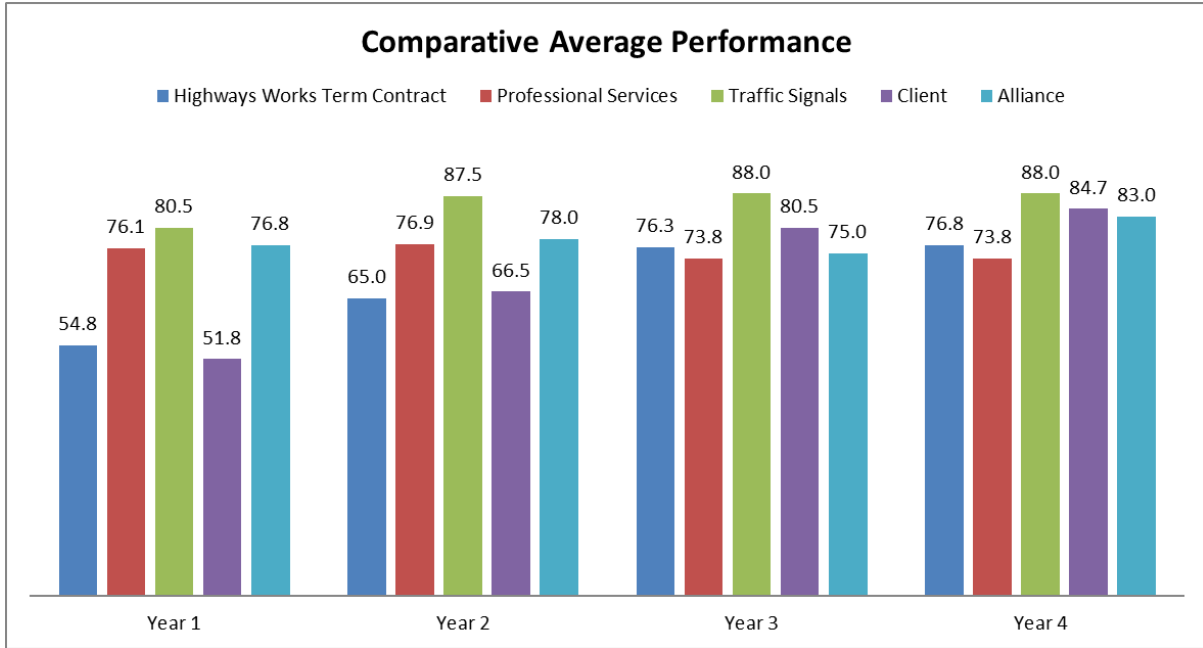




Alliance – Y4 Q3 Performance Summary

		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%	91.80%	9	↓	10	9.0	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 6 out of 7 for this quarter.
Alliance KPI3	Minimising disruption to the public	46 schemes annually	27 schemes YTD	6	↔	6	6.5	27 schemes were confirmed by the end of Q3 so Y4 is behind target at 27/55. (27 / 41.25)
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	-1.90%	2	↓	10	8.0	This is annual data, and the figure for 2023 was a decrease of 1.9% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	90%	8	↑	6	6.5	This is annual data, and the figure for 2023 was an increase of 3% in efficiency of spend This result changes once per year in October.
Alliance KPI7	Net/Positive Press Coverage	>95%	98.86%	10	↔	10	8.0	This Quarter there was 65 positive, 22 neutral and 1 negative stories. There were 88 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.58	10	↔	10	10.0	The average score for the alliance partners was 7.58 out of 10.
Alliance KPI9	Reduction in Carbon Emissions and Waste	10	98.71% Recycled CO2 per £ > target	10	↔	10	8.5	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%	100%	10	↑	6	8.3	51 assessments over the past twelve months have passed out of 51 assessments.
	Total			83.0	↓	86.0	82.8	Overall Summary The Alliance score this quarter has dropped to 83 from 86. This is due to the return of the NHT score for KPI5 which had reduced from the previous year.





Conclusion

There has been a positive increase for the Highway Works, Professional Services and Client overall PI scores this quarter.

The Highway Works Term Contract score for this quarter increased from 76.6 to 78.6. The service was impacted by Storm Babet during this quarter. This resulted in a particularly high volume of emergency responses where resource was diverted from the reactive service and the drainage cleansing service to support.

The emergencies responses during the weekend of Storm Babet have been removed from the performance measure due to the exceptional circumstances, however the impact has still seen a slight reduction in the score for PI2 - response times for emergency works. Similarly, the impact of the storm has also seen a lower performance score for reactive works (PI3) during this quarter.

The drainage cleansing resource was requested by the Client to divert from the routine cleansing service to support the storm impact, which continued for a period of 5 weeks. Therefore, it has been agreed to remove 16,000 assets from the target for Q3 for PI9, and add them to the target for Q4, with an extended delivery period to the end of April to complete these.

There continues to be an improvement in the performance of the Street Lighting Service which remains on a positive trend for this year.

The Professional Service Contract score has improved this quarter from 74.5 to 78. Most measures have improved or maintained their score this quarter. There has been a drop in overall performance of design and supervision (PI5), but this remains above the minimum performance level. The overall scores for this contract have continued to improve each quarter this year.

The Traffic Signals Term Contract score for this quarter has decreased from 94 to 86 points. Most measures have maintained a good score this quarter, however, there has been a slight decrease in the percentage of task orders completed on time (PI5). There was also a more significant drop in the quotations provided within 3 weeks (PI10). This in part was due to issues Colas were experiencing in securing traffic management resource delaying the quotation process. This has now been resolved.

The Client score has increased from 83 to 90. Most scores have improved or maintained, with the exception of highways inspections completed on time (PI9) which saw a minor decrease. This will continue to be monitored throughout Q4.

The Alliance score has decreased slightly from 86 to 83 points. This is mostly due to the release of the annual NHT scores in October, which saw a decrease of 1.9% in public satisfaction, following an increase the previous year. As a result the score for this measure has dropped from 10 to 2.

Liam McMain
February 2024

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
HWTC PI2	Response times for emergency works	A Performance Improvement Plan (PIP) has been requested.	BB management, LCC local highways management and client teams.	Quarter 4
HWTC PI3	Tasked completed within timescales - Reactive Works	This measure continues to be monitored due to being below minimum performance level.	BB management, LCC local highways management and client teams.	Ongoing
TSTC PI10	% of Quotations provided within 3 weeks	A Performance Improvement Plan (PIP) has been requested.	Colas, LCC traffic signals and client teams	Quarter 4

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	WORK TYPE DISCOUNTED
C/WAY MICRO	C/WAY MICRO IRONWORK
CYCLEWAYS	CLLR VOLUNTEER SCHEMES
DRAINAGE WORKS	FOOTWAY MICRO
FOOTWAY & MINOR WORKS	F/WAY MICRO PREP
PATCHING	MACHINE LINING
PRN / MAJOR SCHEMES	SD TM ORDER
PROW FOOTWAYS	SD PRE PATCHING
RE-GEN RECYCLING	SURFACE DRESSING - COMBI
RETREAD	SURFACE DRESSING - MAIN TRAIN
RESURFACING	CANCELLED
STREET LIGHTING	
STRUCTURES	
SURFACING (RES)	
TRAFFIC SIGNALS	
TSP ROADS	
TSP DRAINAGE	
RURAL ROADS DITCHES	

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 consider 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 3

2023/24

January 2024

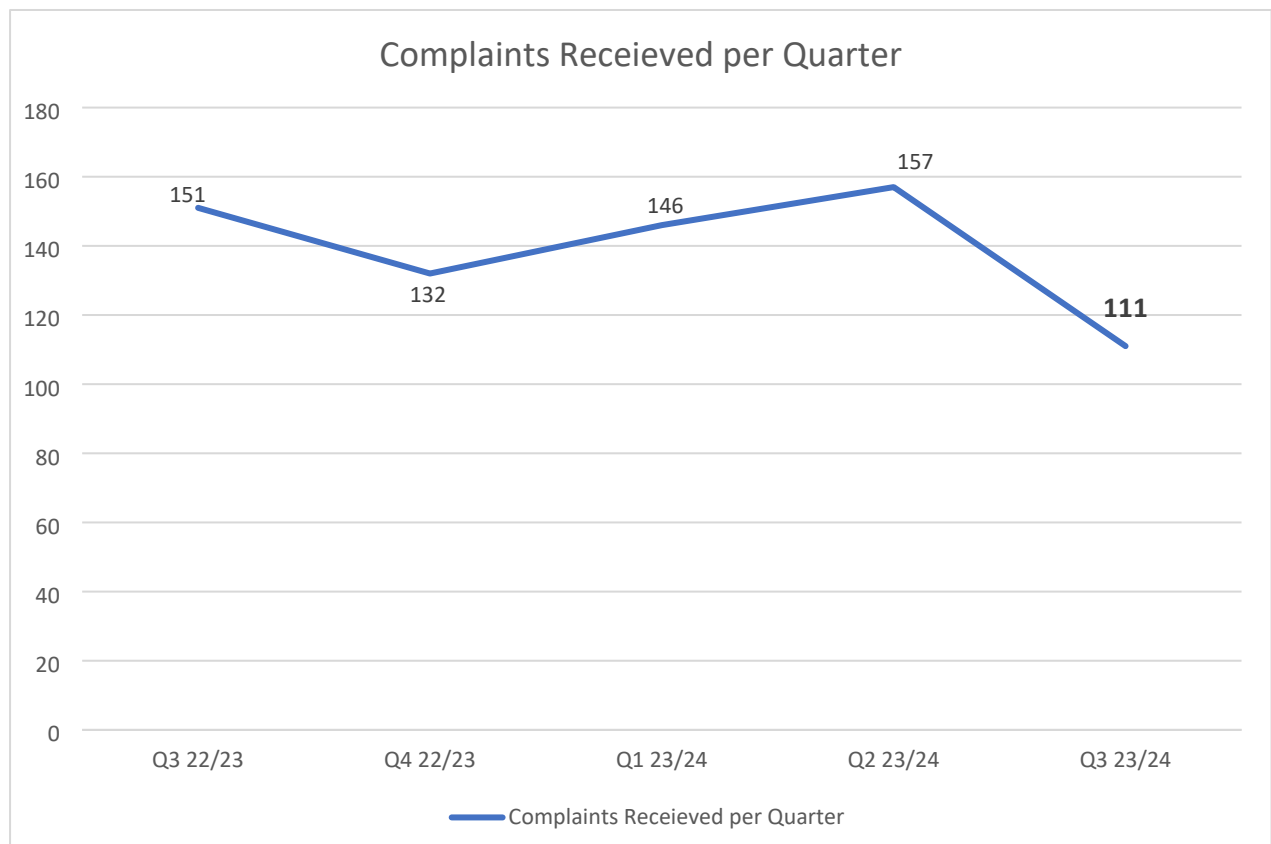
Introduction

The following report is a summary of findings from the complaints raised in the 3rd 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.

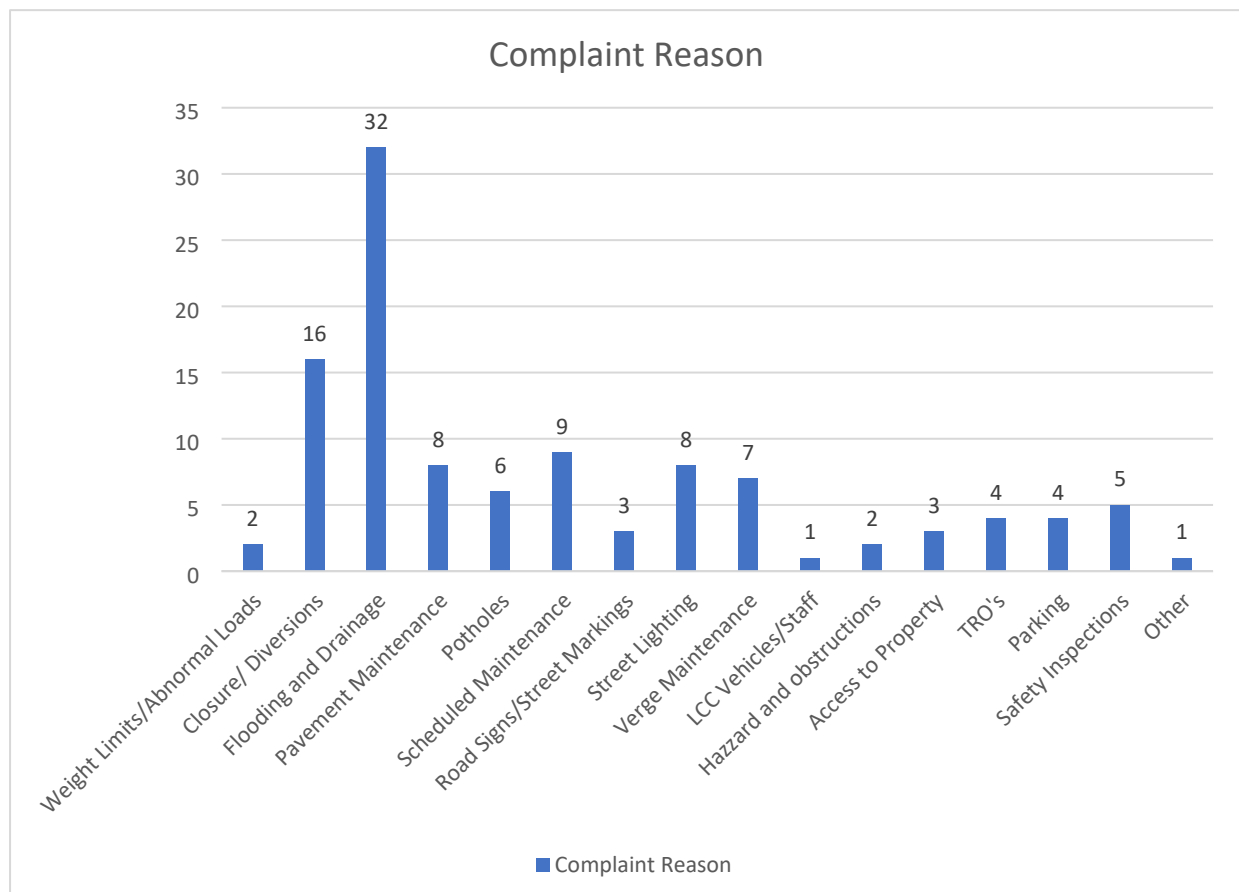
Q3 Overview

During Quarter 3 the highways service received a total of 12,674 Fix My Street enquiries. At the time of drafting the report, call and email data was not available from the Customer Service Centre. During the same time period, the Customer Relations Team received a total of 218 contacts in the third quarter of 2023/2024, from individuals wishing to give feedback, report issues or complain about various services. Of these 218 contacts, 111 entered the formal complaints process, this equates to 51% of all contacts received. The remainder were resolved informally through early resolution. The number of complaints entering the formal process has decreased by 29% this quarter in comparison to the previous quarter and has decreased by 26% in comparison to the same quarter as last year.



Of the 111 complaints formally investigated, 5 cases were escalated to the next stage of the complaints process and required further investigation. 4 cases resulted in no fault being identified and 1 case resulted in a partially upheld outcome as works need to be prioritised to clear required gulleys.

Given the significant volume of enquiries/contacts that teams in this area received in the quarter, the receipt of 111 complaints with an escalation of 4.5% of cases, reflects the positive work being completed on stage one of the complaints process and the response provided. 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.

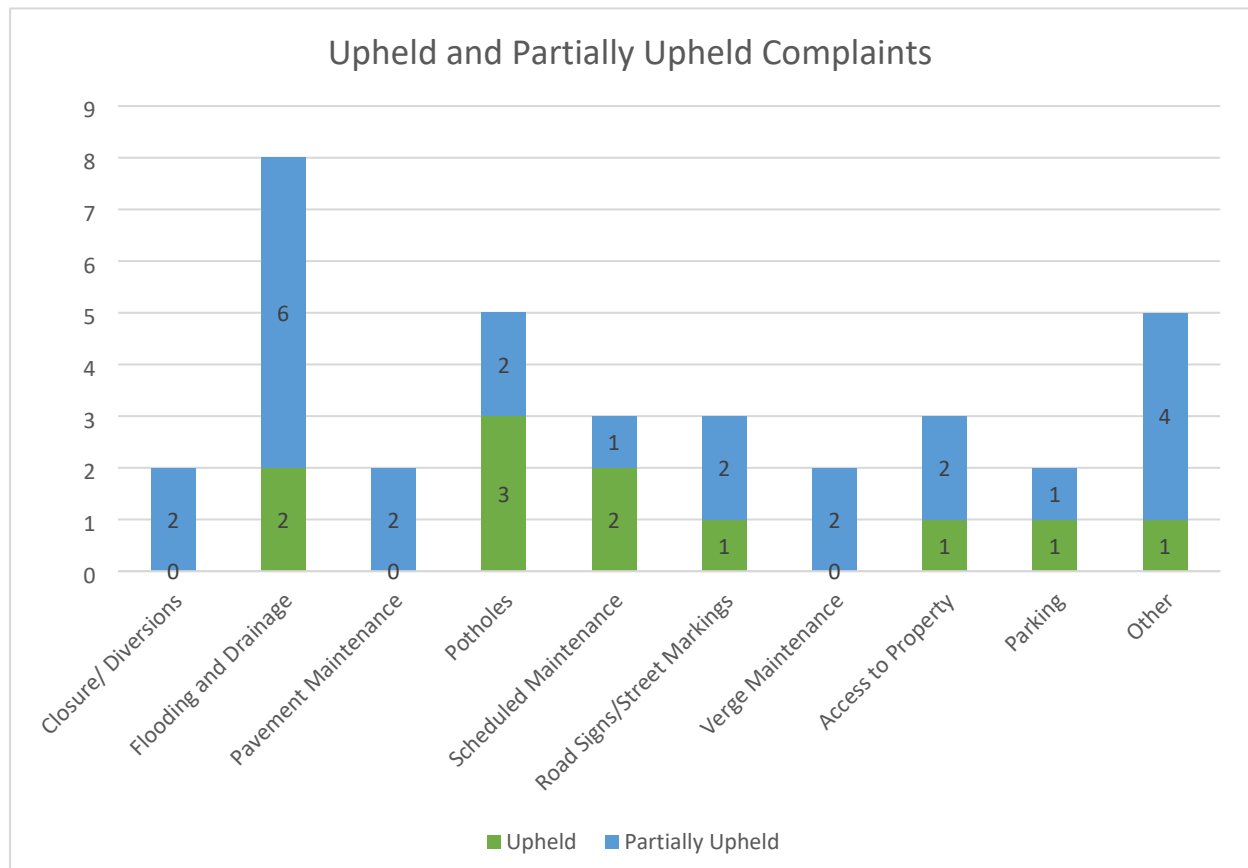


As evident, the highest concern from the public is flooding and drainage. Due to the current inclement weather and preceding storms such as storm Henk and Storm Babet, resources have been stretched responding to incidences countywide.

However there has been a decrease in scheduled maintenance concerns, this has dropped from 33 cases last quarter to 9 cases. There has however been an increase in other areas such as street lighting, in which more contacts have been made in comparison to the single

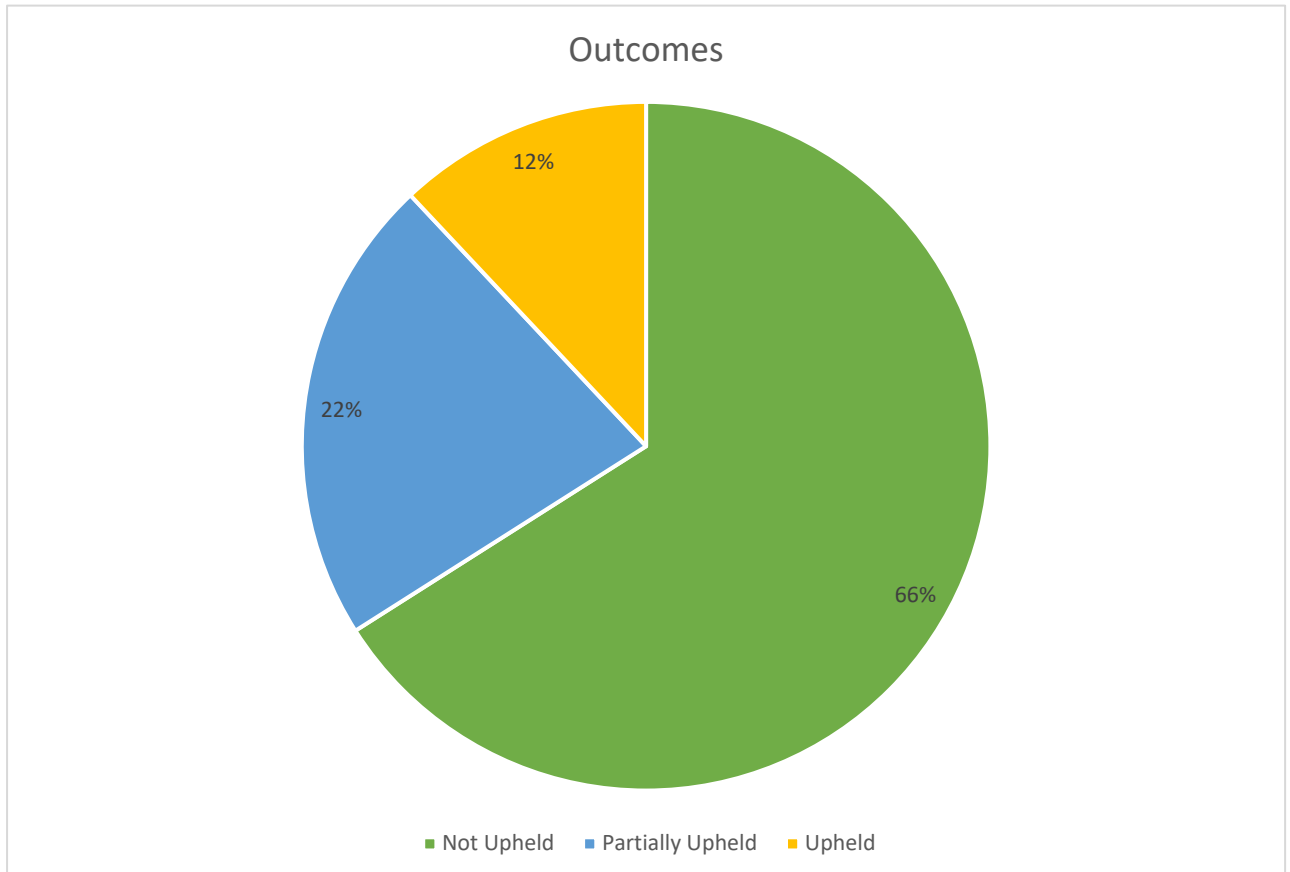
case received in the previous quarter. This rise in street lighting concerns is due to an increase in electricity faults left outstanding, and despite LCC contacting Northern PowerGrid, there has been no response regarding the details or timescales involved with the works necessary in restoring the electricity supply.

The following shows the areas in which complaints were either fully or partially upheld; of 111 cases, 35 were partially upheld or fully upheld, this is a decrease of 38% from last quarter.



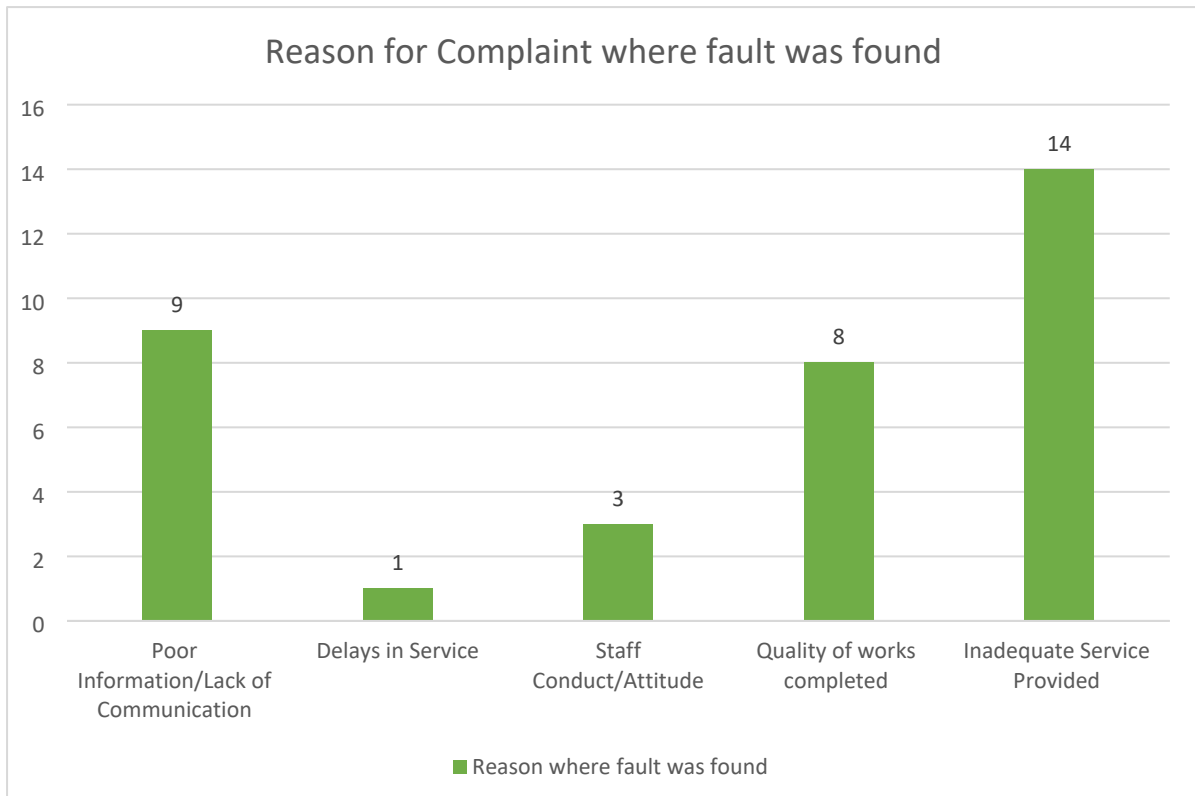
We have seen an increase in the number of concerns relating to flooding and drainage which have been either upheld or partially upheld in comparison to the previous quarter. These have included complex issues causing delays in resolving blocked gullies and checks of rectification works that were not carried out. These checks would have identified defects. Additionally we have seen cases relating to dissatisfactory communication through FMS updates.

The following shows an overall breakdown of the outcomes of complaints. The number of concerns being reported have decreased this quarter, it is evident that the percentage breakdown of outcomes of complaints of upheld and partially upheld cases have also decreased.



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.



This quarter we have seen a higher volume of cases regarding poor information and lack of communication. However we have seen a decline in the number of cases relating to staff conduct and attitude which is positive. We have also seen similar figures as last quarter regarding inadequate service provided which has decreased slightly from 19 to 14 cases.

Summary

This quarter Highways have seen a significant decrease in contacts made to those which have entered the formal process; with 66% of cases finding no fault found. As Quarter 3 falls during the winter months it is expected that an increase in cases will be seen and this has been evident in previous years. However, even after the significant stretch of resourcing to handle to recent unprecedented storms and flooding, the number of cases has remained low. This is a result of improved communication and improving customer expectations through csc, officer contact and FMS.



Appendix C Highways and Transport Public Satisfaction Analysis February 2024

Table of Contents

Public Satisfaction Survey - Overview	2
Lincolnshire Results	4
What's deemed important	8
Customer Satisfaction Levels	9
Areas considered acceptable to reduce level of service	13
Reporting of Highway Issues	14
Conclusion	15

Public Satisfaction Survey

Overview

It is important to consider that public satisfaction is a subjective set of data and should not be used in isolation to shape the delivery of the service. It is entirely possible to have great value for money in terms of achieving condition results with low spending but still have poor public satisfaction. It is likely that the main results in terms of public satisfaction will come not from changes to the service delivery but rather from improvements to communications, messaging and public engagement.

The Council has participated in the NHT Public Satisfaction survey since 2008 and this enables us to understand the views and preferences of a sample of residents and to compare these against other similar councils. The survey, undertaken by Ipsos MORI, is based on a sample of residents and is designed to represent a spread of customers' views of the service across the county, geographically by gender and by age.

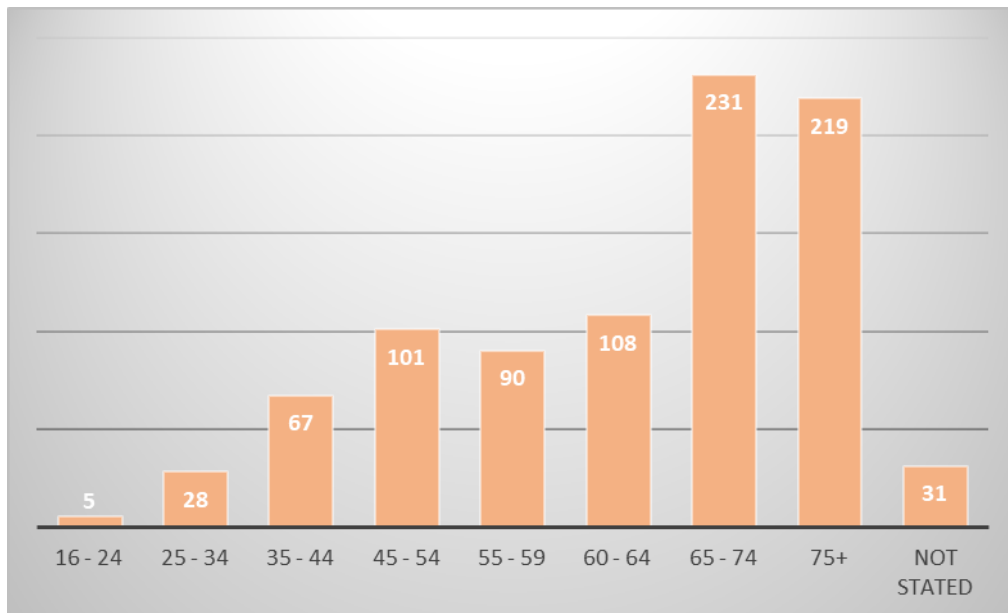
In 2023 111 authorities participated in the survey and data can be obtained from any of the authorities that took part.

For Lincolnshire in 2022, 3,300 questionnaires were released, of those 880 were returned - giving a 26.6% return rate. This is a good response rate and will provide results which are statistically significant. The return is higher than the national average of 23.8%.

There has been a similar approach this year which has allowed authorities to look at the data in detail and analyse in depth what the returns mean and how the Council stands up to other participants. This also gives the opportunity to look how the Authority has compared to last year's results.

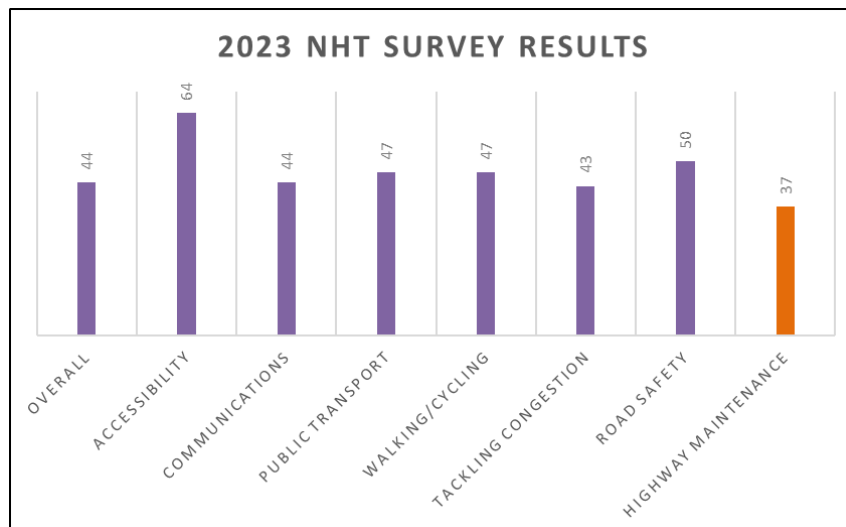
The age demographic of returned surveys was as follows –

Age Range	Total	%
16 - 24	5	0.57%
25 - 34	28	3.18%
35 - 44	67	7.61%
45 - 54	101	11.48%
55 - 59	90	10.23%
60 - 64	108	12.27%
65 - 74	231	26.25%
75+	219	24.89%
Not stated	31	3.52%



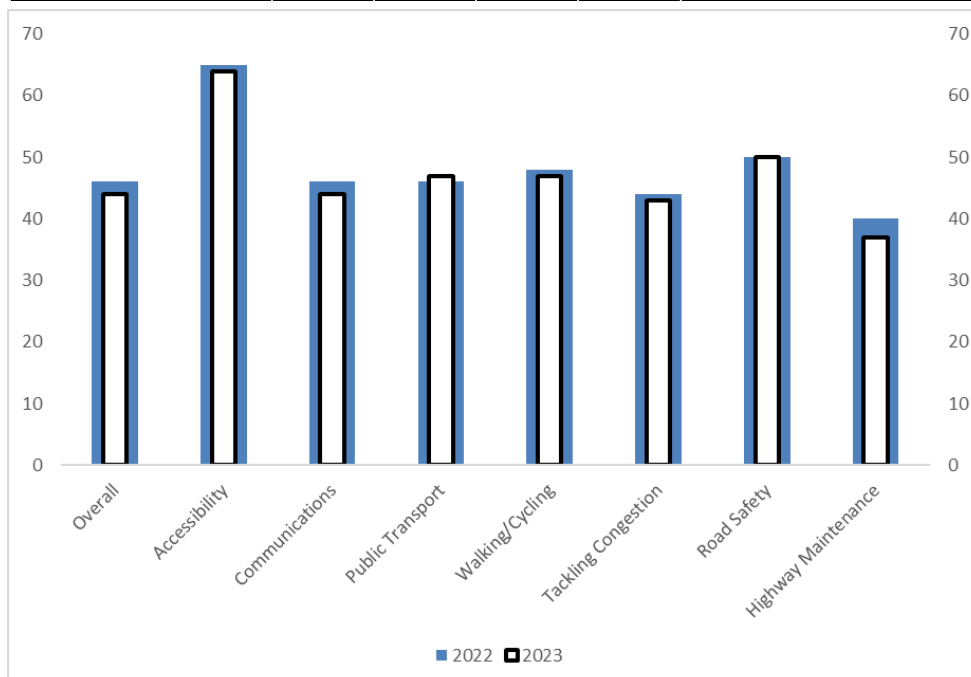
Lincolnshire Results

The following graph provides details of the results for Lincolnshire County Council. The score is given out of 100, representing the level of satisfaction of those surveyed:



Since 2020 there has been a gradual decline in all the theme scores. This trend though is seen nationally for all authorities with Lincolnshire decline less than the average.

	2020	2021	2022	2023	Annual Change 2022-23
Overall	49	45	46	44	-2
Accessibility	71	69	65	64	-1
Communications	48	48	46	44	-2
Public Transport	51	52	46	47	1
Walking/Cycling	49	50	48	47	-1
Tackling Congestion	46	44	44	43	-1
Road Safety	51	51	50	50	0
Highway Maintenance	40	37	40	37	-3

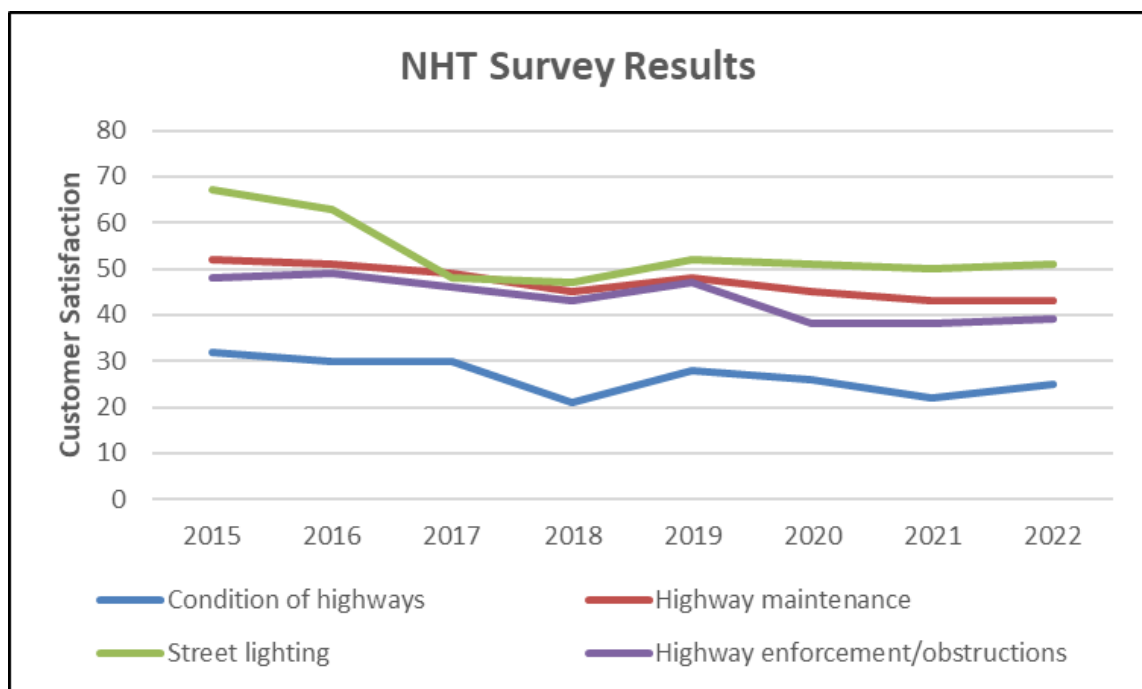


The Highways Maintenance element comprises of four areas –

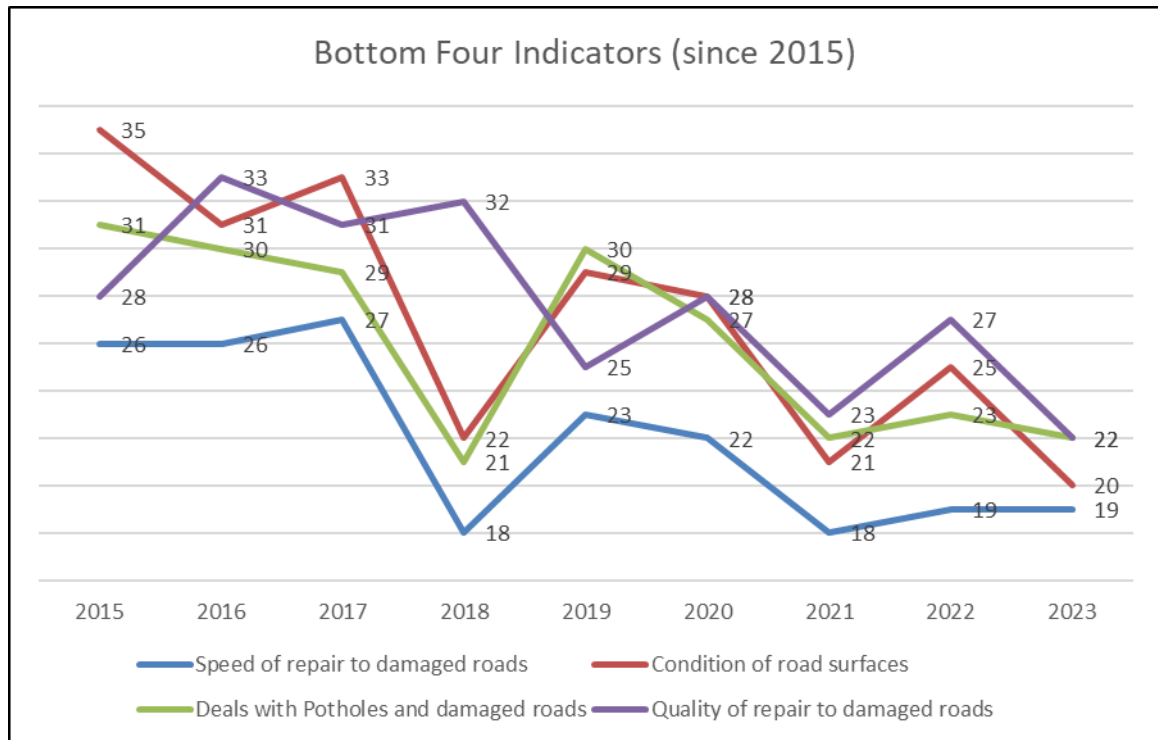
- Condition of Highways
- Highway Maintenance
- Street Lighting
- Highway enforcements/obstructions

A comparison of last year's data shows that for the results of 2023 there has been a decrease in customer satisfaction levels with the condition of highways, highway maintenance, highway enforcement and street lighting.

Description	2022	2023	Change
KBI 23 - Condition of highways	25	20	-5
KBI 24 - Highway maintenance	43	42	-1
KBI 25 - Street lighting	51	48	-3
KBI 26 - Highway enforcement/obstructions	39	38	-1



The bottom four elements of Highway Maintenance all relate to road repair.

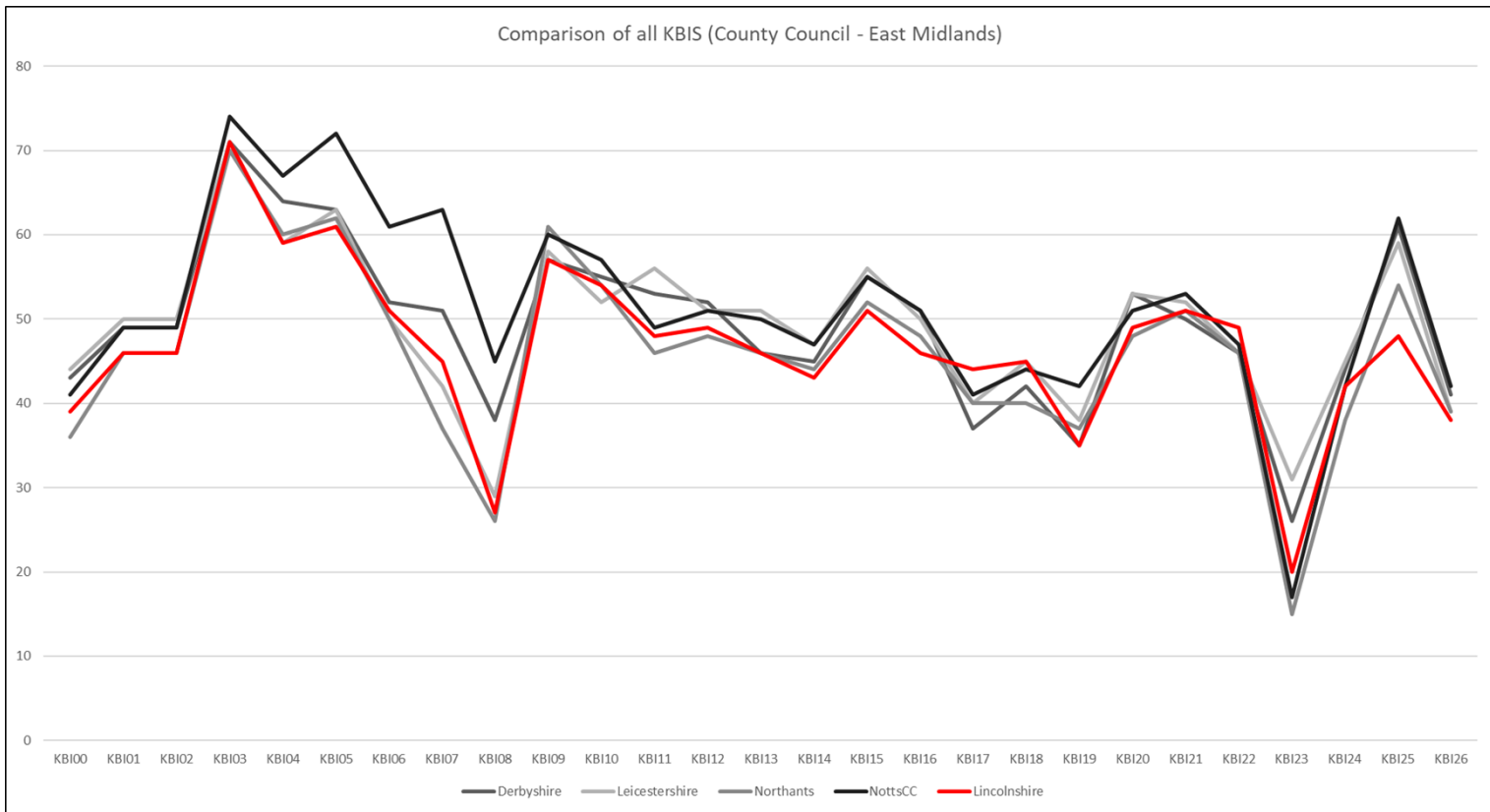


Lincolnshire County Council KBI Rankings show that whilst our individual scores have increased from 2022 for several measures, we are generally behind the national average. The distance behind the average though is narrowing.

2022 National average - 54 per measure
 2022 Lincolnshire average - 48 per measure.

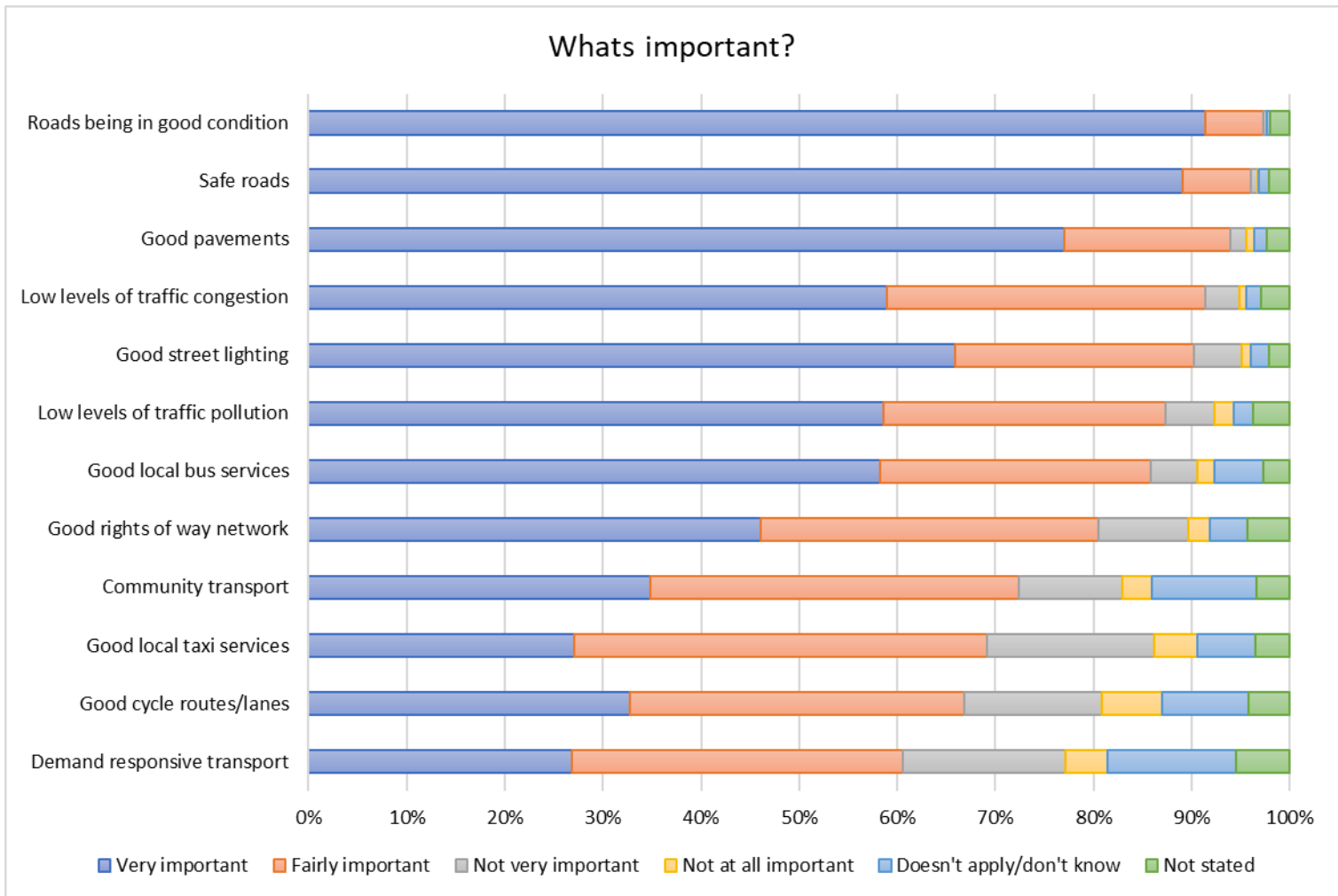
2023 National average - 49 per measure
 2023 Lincolnshire average - 47 per measure.

However when we compare our satisfaction ratings to similar county councils in the East Midlands area, we can see that we are at a comparative level.



What's deemed important

This set of data looks at how residents rate the importance of highways issues.



There has been little change in the public's top issues over the last year. Highway Condition is still the most important issue with 91% of the public seeing it as very important and a further 6% as fairly important.

Safe Roads had moved to second on the list with 89% of responders saying it is very important and a further 7% as fairly important.

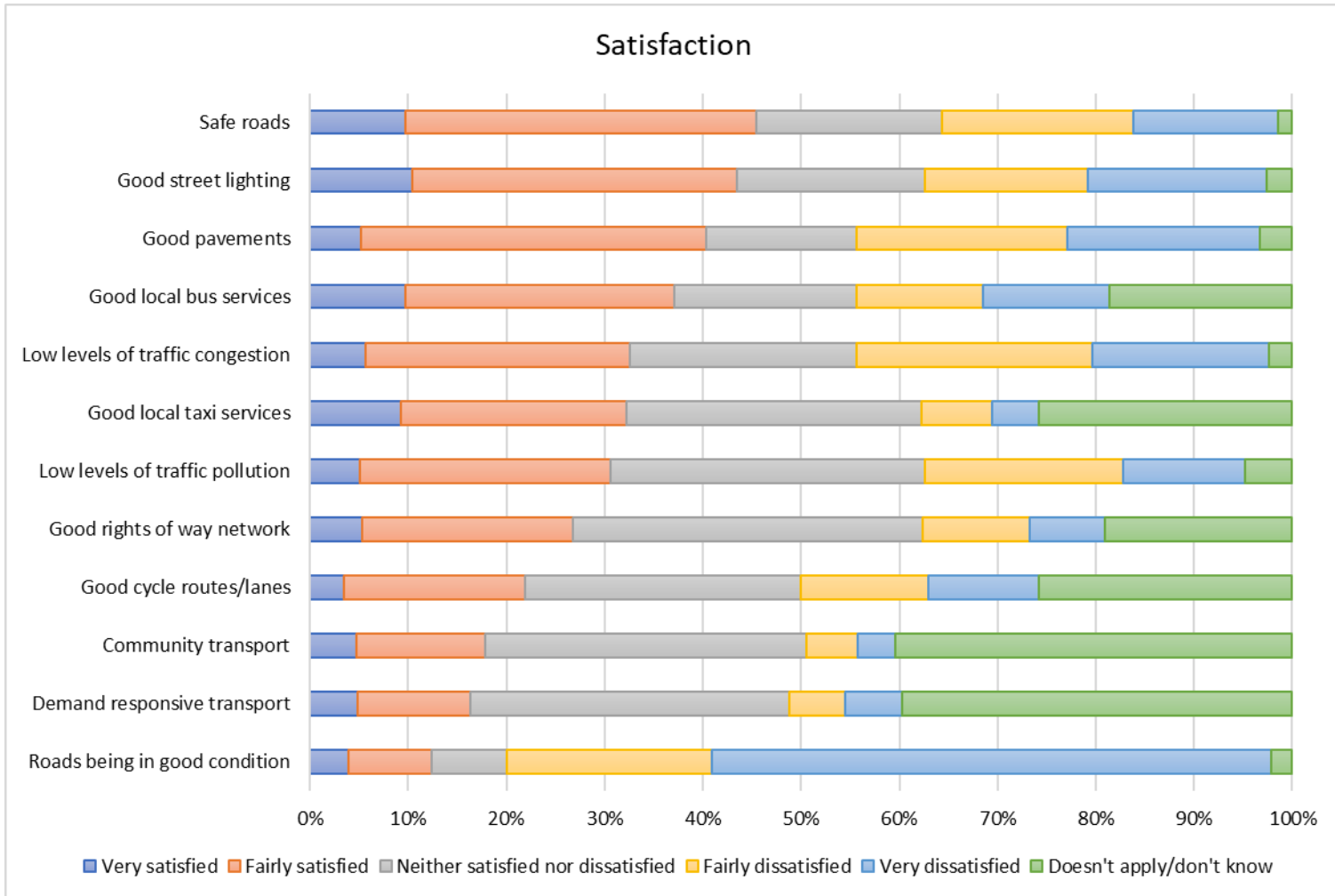
The third-place was now Good Pavement – down from second on the list – where 77% of the public who saw Pavements as very important and a further 17% who saw it as fairly important.

This means that the top three priorities have remained consistent over the last nine years.

In terms of 'Not very important' the bottom three priorities were the same as last year and were Local Taxi Services, Responsive Transport and Cycle Routes.

Customer Satisfaction Levels

This set of data looks at how satisfied the public are with Lincolnshire County Council on the same Highways issues rated in the section above. This will show where there is a difference between what is rated as important and how the public perceive we are reacting to issues. The better we react to important issues will of course drive up satisfaction with the Council.



Safe Roads is the highest scoring element with 9% of the public being very satisfied and 35% being fairly satisfied.

Street Lighting also scores highly with 10% very satisfied and 32% fairly satisfied.

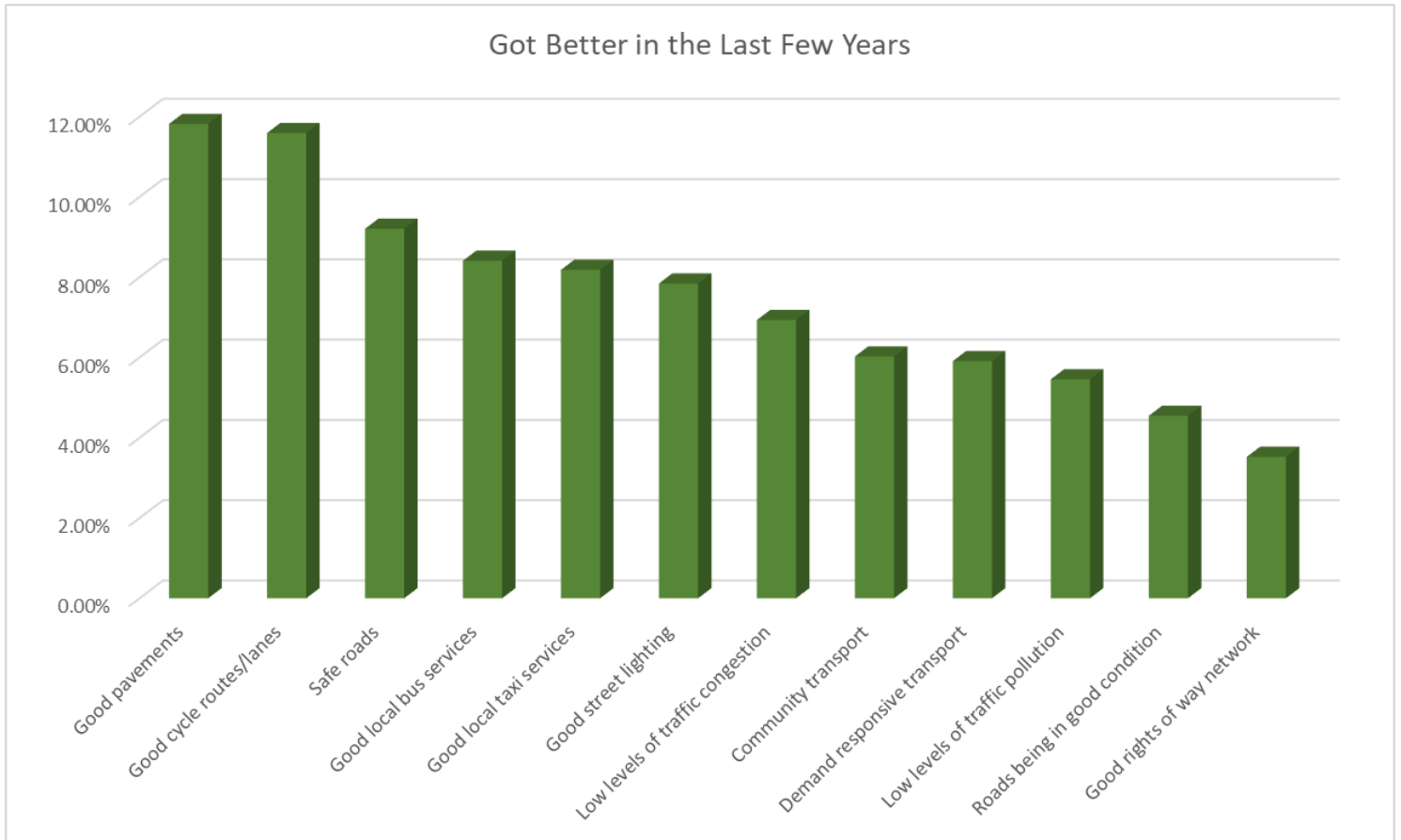
Third was Good Pavements with 5% very satisfied and 34% fairly satisfied.

Road Condition in comparison to what the public perceive to be most important, has the lowest public satisfaction.

Overall when taking everything into account, the public were 5% very satisfied and 25% fairly satisfied with the highway service being provided.

Better or Worse

This set of data looks at the public's opinion over the last few years with Lincolnshire County Council on the same Highways issues rated in the section above. This will show where areas are considered to be now better or worse.

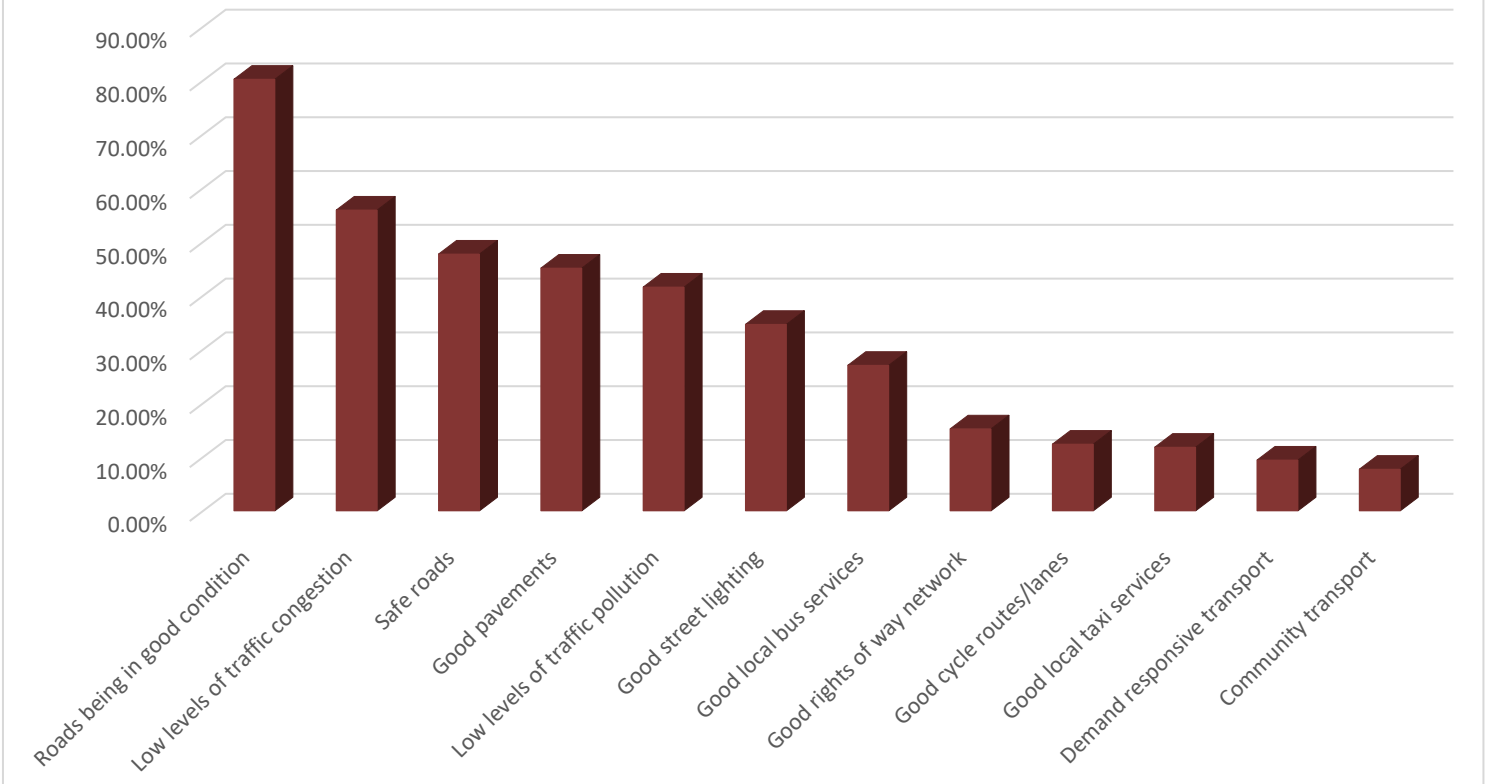


Pavements is the highest scoring element where nearly 12% of the public consider things are now better than they were a few years ago.

Cycle Routes/Lanes also scores highly with 11.5% consider conditions are now better

Third was Safe Roads with 9%.

Got Worse in the Last Few Years



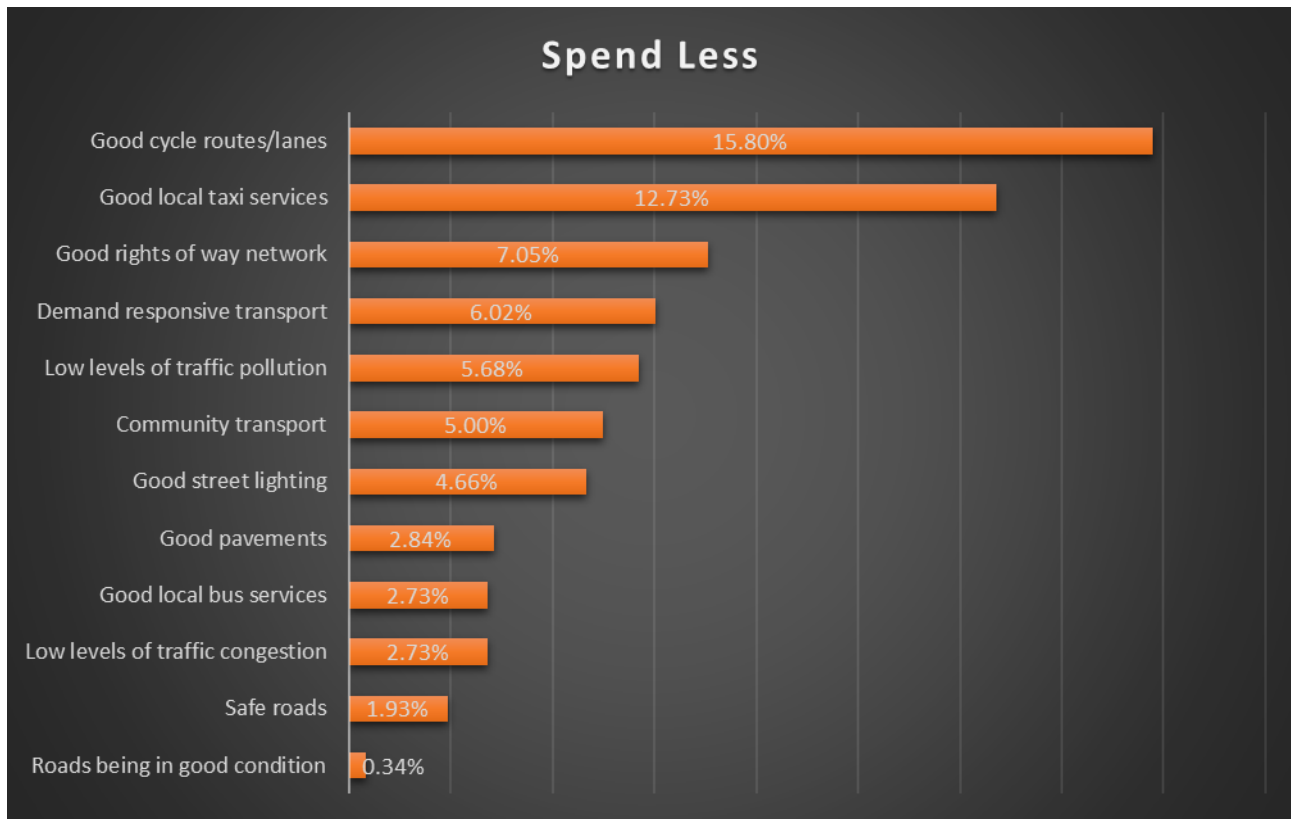
Road Condition is the lowest scoring element where 80% of the public consider things are now worse than they were a few years ago.

Traffic Congestion also scores low with 56% of the public thinking it's now worse over the last few years.

Third was Safe Road with 48% of the public thinking it is now worse.

Areas considered acceptable to reduce level of service

The NHT survey this year asked the questions on what areas the public would accept a reduction in service. The response to the areas that the public would find acceptable to cut the service are:

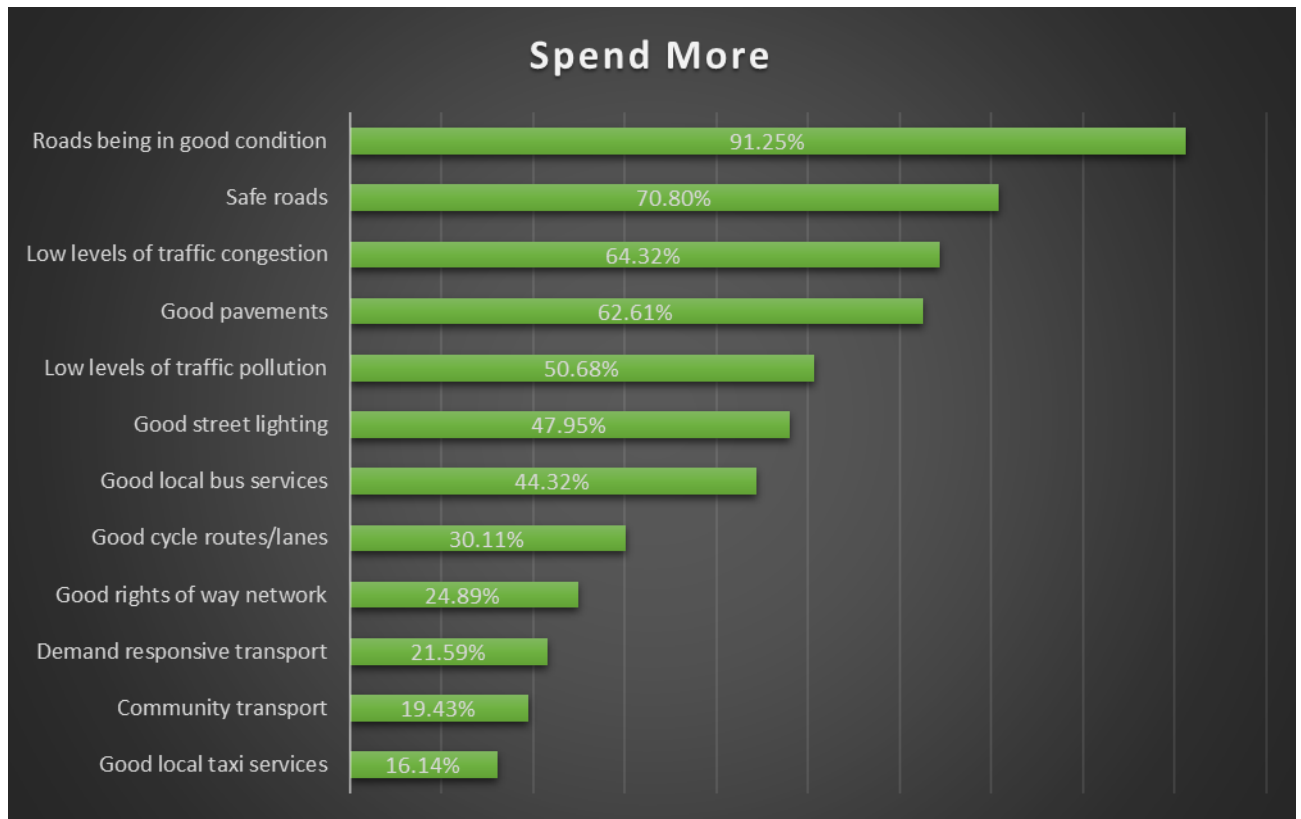


The standout area where the public thought a cut would be acceptable was on Cycle Routes and Cycle lanes. 15.8% of responses deemed a service cut acceptable in this area.

12.7% stated that less should be spent on Taxi Services.

Areas considered acceptable to increase level of service

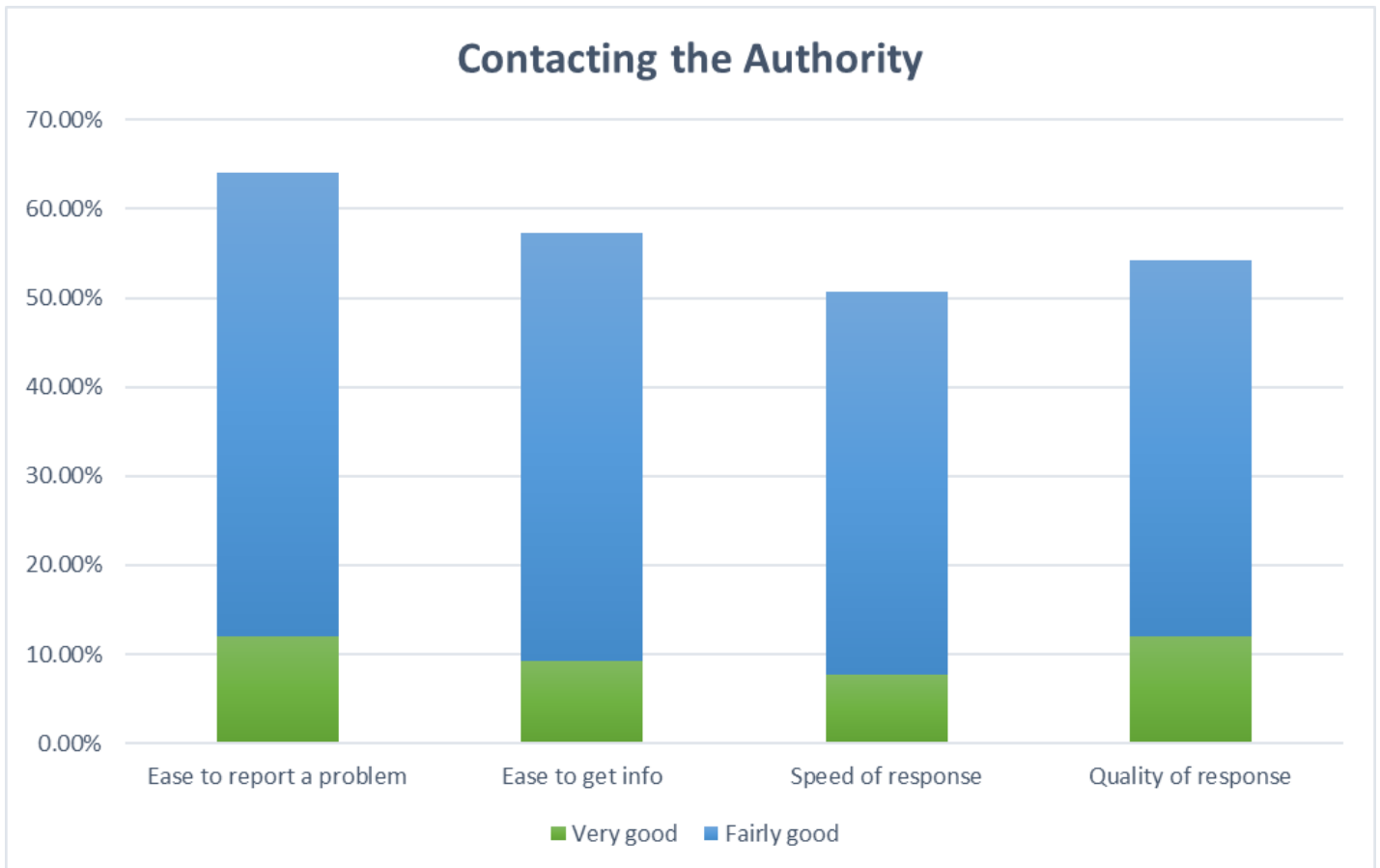
The NHT survey this year asked the questions on what areas the public would accept an increase in service. The response to the areas that the public would find acceptable to increase the service by spending more are:



The area where the public thought more money being spent was acceptable was in improving the condition of the roads. 91% of responses stated this is acceptable.

Reporting of Highways issues

The public were asked how good they thought the fault reporting process was at the Council.



The survey shows that generally people think the Authority is easy to contact with regards to issues and is professional in its approach.

The level of satisfaction was similar across the measures.

Conclusion

The content of this report gives a general overview of the Authority's position in relation to where we stand against last year's results. It is also possible to analyse the data for individual service areas and for geographical locations.

The NHT Public Satisfaction Survey indicates whilst certain elements of service areas may have dropped slightly since 2022, others have improved, and overall satisfaction has increased slightly since last year.

When we compare our satisfaction ratings to similar authorities in the East Midlands area, we can see that we are at a comparative level.

James Malpass
February 2024.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	4 March 2024
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 (December 2023) on all aspects of the highways major project portfolio.

2.0 Grantham Southern Relief Road

Works have focussed on constructing the first section of bridge to be launched between the western abutment and Pier 1 in late March 2024. This has included complex bridge launch discussion with Network Rail. On the eastern side of the Witham Valley reinforced concrete works continue to allow for the completed bridge to be received and the additional bridge extension to be installed after the launched bridge has completed the installation process.

GSRR – Fabrication of the first section of bridge between west abutment and Pier 1



GSRR – Pier Progression of Extended Bridge Eastern Abutment



GSRR – First Bridge Section being Fabricated on Site



3.0 North Hykeham Relief Road

The planning application remains in the planning determination phase. The application has received many queries through this process, which the delivery team are considering and providing responses to the Planning Authority. The planning application is programmed to be considered at Planning and Regulations Committee in Spring 2024.

On the 6 February 2024 the Executive approved the delegation of Authority to prepare the legal orders, these being the Side Road Orders and Compulsory Purchase Orders. These will be required to secure the land to facilitate the project and amend highway rights to abolish and create highway maintainable land. It is important to stress that the delegation to publish the orders has not been sought yet, hence this approval to prepare the legal orders does not prejudice the planning process as they are distinct different activities.

4.0 Spalding Western Relief Road

Since the bridge beams were installed, the construction focus has been on fixing the reinforcement steel and then pouring the concrete deck on top of the beams, as seen below. In addition, the groundworks teams are backfilling the embankments behind the bridge abutments. This is a complex process as due to the poor ground conditions lightweight fill is being used in conjunctions with a vertical wall tied into the fill to reduce the extent of embankment weight distribution.

SWRR – Reinforced Concrete Deck Pours



SWRR – Lightweight Embankment Fill with Vertical Wall and Tie Mesh



SWRR – Aerial view from Enterprise Way Looking West along Vernatt’s Drain



SWRR – Aerial View Looking East along Vernatt’s Drain



5.0 Levelling Up Fund Projects (LUF)

5.1 Both Marsh Lane Roundabout and Boston Active Travel projects are now complete.

Marsh Lane New Junction Layout



5.2 Progress continues on the northeast and southwest Quadrants, as seen below. The picture depicts the carriageway widening activities that have taken place and also the Lords Drain which is being managed throughout the project. Works are expected to be complete by the end of 2024.

Springfield Road Roundabout North East Quadrant

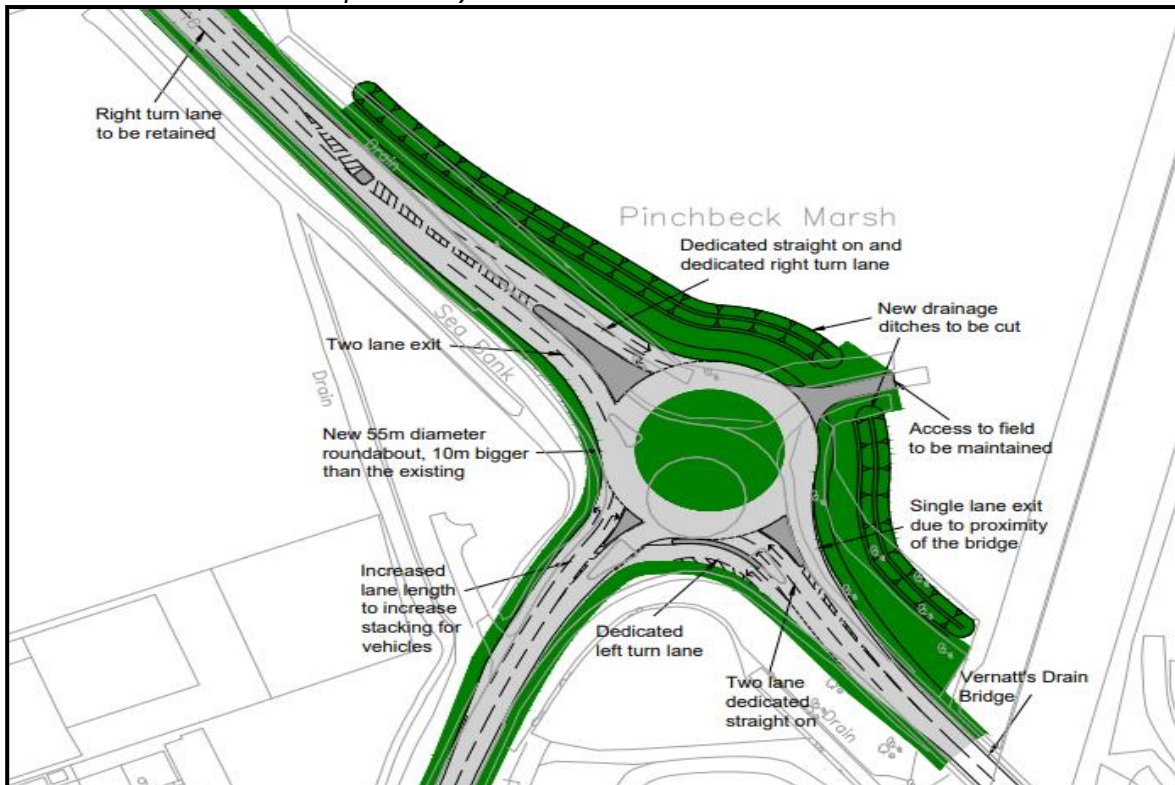


Springfield Road Roundabout South West Quadrant



5.3 Grencell Roundabout detailed design is complete, and the tender was sent out on the 5 February. Tenders will be returned on the 15 March to align with a May start date. Details of the traffic management are in the process of being resolved, however it is likely to include a period of closure on the B1180 side road.

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.

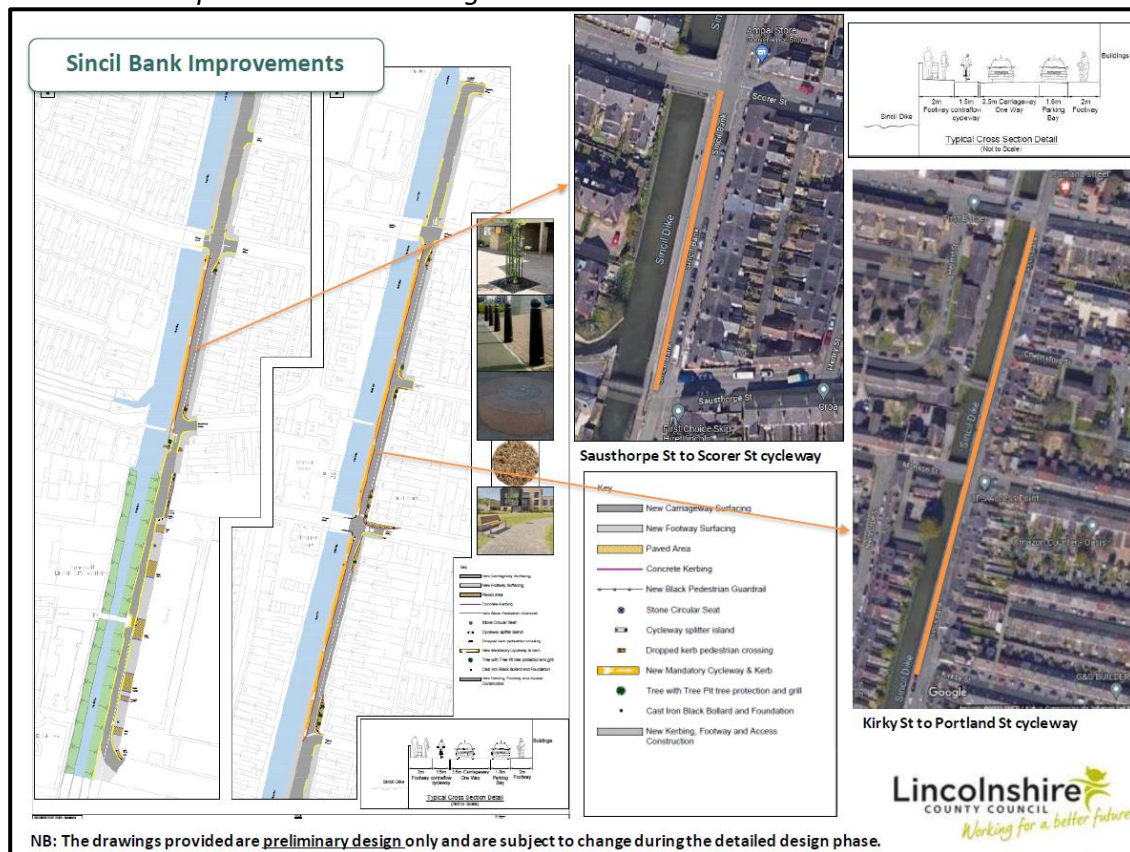
6.0 Grantham Future High Street Fund

This project will be covered in a separate report being presented to this Committee in advance of seeking a Key Decision to let the contract and start works.

7.0 Sincil Bank

Detailed design continues for the project with further public engagement planned soon for both the Traffic Regulatory Orders to enact the proposed one-way system and for the additional greening and gateways element that the City of Lincoln are developing in tandem. Works are planned to commence Spring 2024.

Sincil Bank Proposed General Arrangement

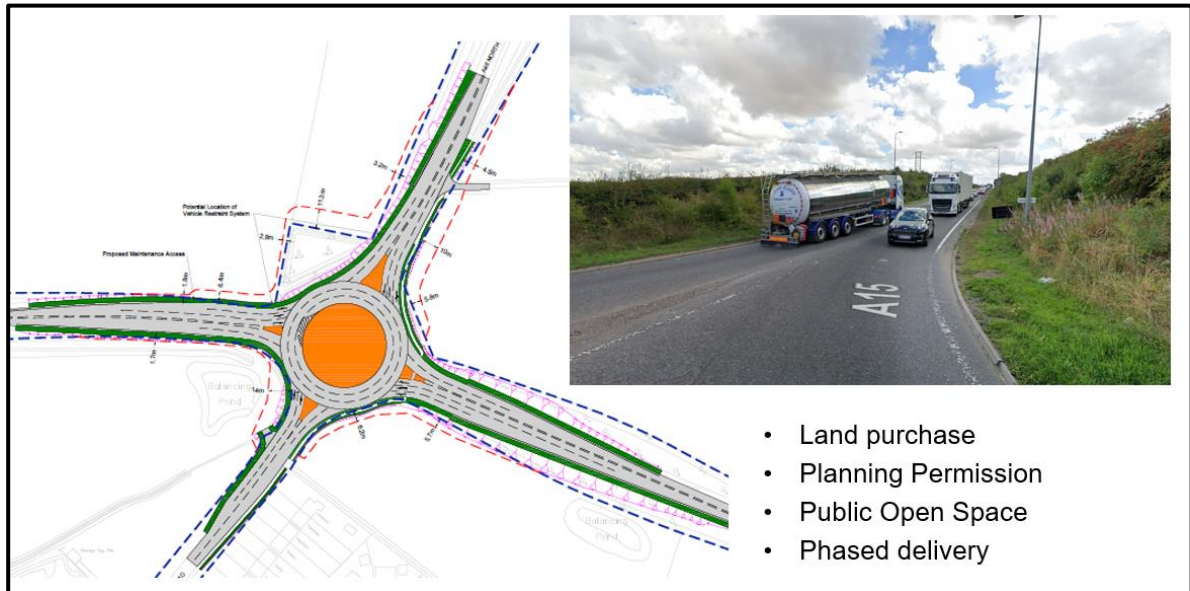


8.0 Nettleham Road, Roundabout

Preliminary work has commenced on reviewing the design work completed in 2019/20 regarding the enlargement of this roundabout. The difference is that an additional footway/cycleway bridge is being incorporated now. Land will need to be purchased to allow the project to go ahead, and those discussions have commenced, however they are not without complexity which is being worked through. The roundabout improvements will not require planning permission, however the

footway/cycleway bridge will. Discussions are ongoing with the Planning Authority on how best to approach this.

It's too early to define the start date, however it's likely that it will be linked to the timeline for acquiring the land and whether the roundabout starts in advance while securing planning permission for the footway/cycleway bridge.



9.0 Coastal Carriageway

A large extent of the Coastal Road (Anderby Road, Roman Bank and Huttoft Bank) between Sandilands and Chapel St Leonard's is in a poor state of repair and requires significant intervention to ensure it remains safe. In addition, the poor state of this road is discouraging access to the coastal facilities and therefore further degradation without intervention will negatively affect the tourism economy further. The planned works will counter this, as well as provide improvements with passing spaces and enhanced signage strategy. Design work is progressing at pace with a view to commencing construction after the Summer period in September 2024.

10.0 Coastal Footway/Cycleway

This is a separate project to the Coastal Carriageway, however there are clear connections between both projects, and they will compliment each other. This project spans between the same locations as the Coastal Road project, between Sandilands and Chapel St Leonard's. It involves constructing a new footway/cycleway along the coast, which includes improvements of some sections of existing networks. The delivery of this scheme is complex with the need for land acquisition and planning permission. Those process will be challenging due to the nature of coastal flood protection, coastal erosion, and environmental/ecological protection. Those early discussions with stakeholders and landowners are taking place now, however due to those discussions only starting it is too soon to provide a delivery timescale, however it will likely be 2-3 years before works commence.



11.0 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.

12.0 Consultation

a) Risks and Impact Analysis

Not required

13.0 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, 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:	4 March 2024
Subject:	Annual Update on the Approach to Transport Strategy Developments

Summary:

This report details what a transport strategy is and what the purpose and benefits of them are for Lincolnshire County Council (LCC). It then outlines what progress has been made since the last report in January 2023.

Actions Required:

The Highways and Transport Scrutiny Committee is invited to make comment on the actions taken to date and the planned developments for future years.

1.0 Background

1.0 In June 2018 a paper was presented to the Highways and Transport Scrutiny Committee detailing what a transport strategy is and what the purpose and benefits of them are to LCC. It then outlined the status of LCC's existing Transport Strategies and recommended a more robust future approach across the whole County.

1.1 This recommendation was endorsed, and a request was made to provide an annual update to the committee outlining progress against the planned activities. This paper will provide that update and detail what further development have occurred over the last year.

1.2 Prior to providing an update it is worth revisiting the background of this Transport Strategy approach and how they integrate with the Local Transport Plan. It is also imperative to appreciate that where the word transport is used, this is not necessarily related to motorised vehicles or roads. Transport is all encompassing relating to mobility and movement so by its nature includes walking, cycling, bus travel, rail travel and other forms of public transport.

2.0 Local Transport Plan 5

2.1 Lincolnshire County Council adopted the Fifth Local Transport Plan in 2022. It can be at: [Local transport plan – Lincolnshire County Council](#). This document, along with its

accompanying modal strategies, provides the policy context for the authority. The main document has two parts. The first part of the LTP provides the context, evidence and the high-level policy and strategy content. It provides a policy bridge from a wide range of higher-level documents covering the socio-economic, environmental and health agendas at a national, regional and local level. Furthermore, it references the role transport can play in supporting our priority sectors and our spatial approach to development. This part of the document also sets out the guiding principles and policies for transport delivery now and for the longer-term and provides an indication as to the importance and the range and types of interventions required. The second part of the document focuses on delivery and implementation. Local Transport Boards and their strategies are identified as an ideal mechanism for delivering policy locally.

3.0 Purpose and Need for Transport Strategies

- 3.1 Transport strategies are key to the delivery of improvements to the transport network through the identification of policies and proposals founded on a sound evidence base. The strategy documents set out what a local authority intends to achieve in an area and how it will go about it, presenting the authority's proposals for improving the transport network over a period of time.
- 3.2 Developed using a comprehensive and robust methodology, aligned to Department for Transport processes, transport strategies can provide the basis for the formulation of funding bids and provide strong evidence for the strategic case for schemes which such bids are required to demonstrate.
- 3.3 These strategies have evolved to consider not only transport but also accessibility that transport provides to both people and the wider economy as well as its interaction with land use, planning and economic development. Together, an understanding of plans for new developments and the needs of the local and wider economy are vital to identifying the future requirements for the transport networks and the transport policies and proposals which will support them.
- 3.4 Strategies need to consider why, where and how people travel therefore they need to be based on an understanding of the journey purposes (e.g. travel to work, school or for leisure, or the movement of goods), the travel areas (e.g. travel within neighbourhoods, urban areas, counties, regions, nationally or internationally) and what modes of travel are used. Strategies should be multi-modal through which they focus on all main modes of transport and it is the norm to use a hierarchy which:
 - reduces the need to travel;
 - prioritises walking and cycling;
 - promotes public transport; and,
 - mitigates the impact of traffic.
- 3.5 Without a sound strategy, it can be difficult for local authorities to provide the evidence base upon which to justify transport improvements which in turn makes it more difficult to generate support for schemes and secure funding. These documents also provide the basis for authorities to be proactive in understanding

current and future trends and pressures on its network rather than simply being reactive to changes within or external to their areas. For example, with a well-developed understanding of potential impacts of local plans, authorities can proactively formulate their approach to major planning applications based on the overall impact of all development rather than assessing in isolation the individual site impacts on a case-by-case basis.

- 3.6 Transport strategies enable authorities to comprehensively define a pipeline of work over the period of the strategy's life. Furthermore, with a set of strategies covering locations across an authority's area, decisions can be made on which areas, policies and proposals should be prioritised and delivered first.
- 3.7 Transport Strategies are developed through a standard process although the individual steps and tasks will vary. All strategies will be based on a robust understanding of the current situation within the strategy area and how the situation will change in the future if the strategy was not to be delivered. This understanding should then lead on to identifying the key problems and opportunities, 'challenges', in the strategy area and the confirmation of the need to take action or 'intervene' in the transport system. To steer both the identification of options and the eventual delivery of the strategy, a robust set of objectives and outcomes needs to be developed, building on both wider economic, land use and transport policies, and the challenges identified. A long list of options is then developed to resolve the challenges and achieve the objectives and outcomes. The list is then sifted through initial appraisal to form a short list of the most promising options which is then taken forward for more detailed assessment and appraisal. Options that successfully pass through the process are then included in the final strategy.
- 3.8 The following sets out a standard set of stages in developing a strategy:
- Understand the current situation
 - Understand the future situation
 - Confirming the need for intervention
 - Identification of objectives
 - Option identification – long list
 - Initial sifting and shortlisting
 - Option development and appraisal
 - Strategy development and reporting
 - Delivery and programme
 - Monitoring and evaluation of the implemented strategy
- 3.9 Traffic modelling is one of the key data tools used to understand the current and future conditions within a strategy area, based on predictions of land use and economic development. It then can then test the impact of potential options before the more promising of those options are taken forward into the final strategy. The traffic model for a specific area must be completed prior to the commencement of the transport strategy.

4.0 Transport Strategy Aims

4.1 The purpose of creating these various strategies is that a number of projects can be brought forward which deliver clear benefits (agreed by both the County and District Councils) across the entirety of the County, thus distributing capital expenditure. It also has the benefits of improving the likelihood of attracting third party funding, improving the forward programme of capital project delivery and focuses investment into the areas which deliver the most balanced improvements. It's important that once a transport strategy is adopted a board be established to review the continued viability and progress of the strategy on a regular basis.

5.0 Transport Boards

5.1 Transport Boards have been set up in the eight urban areas, these are attended by both County and District members and have representatives from County and District officers too. They are chaired by either the Executive portfolio holder for Highways and Transport, Cllr Richard Davies or the support councillor to the Executive portfolio holder for Highways and Transport, Cllr Clio Perraton-Williams. This chair has been held by a member to ensure the boards have a clear emphasis on public concerns and the board also has local members to ensure the focus is on the local area.

5.2 The boards have been well received by members and officers in both the County and District Councils and have acted as a forum for discussing items such as; new junctions, additional cycle lanes, residents parking schemes, major highway projects, planned growth in the local plan, public transport concerns, etc. The result is that the questions, concerns and or initiatives are assigned to specific board members to consider before reporting at the next board. Where this has resulted in the need for capital expenditure then the potential project/area of investigation has been captured on a pipeline of future projects for consideration when funding becomes available.

6.0 Progress Update

6.1 Since the last update report in January 2023 the following traffic models and transport strategies have been completed:

- Lincoln Traffic Model
- Stamford Transport Strategy

6.2 To note, the Lincoln Traffic Model has been completed, in part, to facilitate the legal orders process and eventual Final Business Case for the North Hykeham Relief Road, should it secure Planning Permission. An updated model will be a strict requirement of both the DfT and the Planning Inspectorate in justifying the need and benefits of the project with the most up to date traffic data.

7.0 Future Programme

7.1 The following traffic models and transport strategies are programmed to be completed 2024/25:

- Gainsborough Traffic Model

7.2 During the last update report in January 2023 it was suggested that the Spalding Traffic Model be updated in 2024/25 and then the Gainsborough model in 2025/26, however we felt it more appropriate to swap them round. The reasoning being that with the potential for the West Burton Fusion Power site an updated model would be essential to fully understand the impact and therefore required mitigation as a result of that development. In addition, LCC is currently improving Springfield Road Roundabout and Greencell roundabout in Spalding along with completing the construction of the Spalding Western Relief Road, Section 5. Should traffic data be captured while the physical works are taking place then it will skew the traffic model output and will also not fully capture the benefits that those schemes will deliver.

7.3 Below is a programme of 'completed', 'in progress' and 'planned' Traffic Models and Transport Strategies.

Traffic Model												
Location	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Lincoln												
Grantham										Update		
Boston										Update		
Spalding									Update			
Skegness + Coastal Area											Update	
Gainsborough								Update				
Stamford												Update
Sleaford										Update		
Place Based Transport Strategy												
Location	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Lincoln									Review / Update			
Grantham											Review / Update	
Boston											Review / Update	
Spalding										Review / Update		
Skegness + Coastal Area												Review / Update
Gainsborough												Review / Update
Stamford												
Sleaford											Review / Update	
		Complete		In Progress			Planned					

8.0 Strategy Outputs

8.1 Below is an example list of projects (not exhaustive) that have been completed or in the process of development which are a direct output from the Transport Strategies. Nearly all these schemes have received grant funding from central government and would not have received funding had the strategy work which underpins the benefits and needs not been completed:

- Lincoln Eastern Bypass
- Grantham Southern Relief Road

- Spalding Western Relief Road, Section 5
- North Hykeham Relief Road
- Marsh Lane, Boston
- Springfield Road Roundabout, Spalding
- Greencell Roundabout, Spalding
- Riseholme Road Roundabout, Lincoln
- Nettleham Road Roundabout, Lincoln
- Corringham Road Junction, Gainsborough
- Red Lion Square, Stamford
- Coastal Carriageway Improvements
- Coastal Footway/Cycleway Improvements
- St Peters Hill, Grantham

8.2 Using the outputs of the Transport Strategies and the Strategic Route Action Plan document a longlist of potential capital projects have been derived that could be considered for developing further in the future. It should be noted however that these are invariably concepts of a project where the specific cost, benefits and risk would need to be developed through a feasibility study first. The advantage of this list is that LCC can react more quickly to funding announcements, align potential projects with developer aspirations through the S106 planning process and have an objective evidence-based pipeline.

8.3 In addition to the above schemes there will be improvements to the local bus network utilising DfT funding that support the local bus aims set out in the Transport Strategies. *These are referenced in other complementary documents such as the Bus Service Improvement Plan and the Enhanced Scheme and Plan.* An example is the improvements to the Gainsborough Into Town Services starting on 19 February 2024 which supports Bus Travel and Sustainable Urban Extension connectivity which is a priority in the Gainsborough Transport Strategy.

9.0 Conclusion

9.1 That the Highways and Transport Scrutiny Committee note what a transport strategy is and what the purpose and benefits of them are to LCC. The Committee should consider the continued benefits a transport strategy approach will develop in identifying future transport improvements across the county.

The Highways and Transport Scrutiny Committee note that this paper is an annual update paper of the whole approach, however as place specific transport strategies are completed they will be presented to this committee.

The Highways and Transport Scrutiny Committee is invited to make comment on the actions taken to date and the planned developments for future years.

10.0 Consultation

a) Risks and Impact Analysis

A Risk and Impact analysis has not been completed in relation to this paper, however each individual transport strategy will undergo a specific Risk and Impact analysis as it progresses in line with LCC's policy.

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, 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:	04 March 2024
Subject:	Highways - Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding

Summary:

This report sets out the reactive, cyclic, and planned aspects of highway drainage maintenance including low level flooding response.

Actions Required:

The committee is asked to consider and comment on the detail contained in the update and recommend any changes or actions.

1. Background

Cyclic Maintenance

Cyclic gully and chamber cleansing has continued with 6 gully tankers covering the County on preplanned routes. The number of gullies and chambers cleansed since April 2023, start of financial year, is 118,159

A total of 560 assets have been audited year to date with an average compliance rate of 90.95%. Corrective actions are taken on those that fail.

Reactive Maintenance

Currently there are 767 off-programme jetting jobs either in progress or

453 of these jobs were issued to our contractor since the storms in October

We completed 854 off-programme jetting jobs in the last 12 months

Currently there are 157 drainage investigation (CCTV) jobs either in progress or pending.

We completed 245 Ajet drainage investigation (CCTV) jobs in the last 12 months.

In the previous report it was mentioned that additional drain cleansing resources were being brought into the county to support the reactive drainage works which has increased substantially following Storms Babet and Henk. The OPJ (reactive) fleet now comprises:

- 1 no. van pack jetting unit for hard to reach assets
- 2 no. gully tanker jetting units
- 1 no. high power jetting combi unit

The additional resources have allowed a change in approach to reactive issues, now rather than just remove the blockage, the highway drainage system as a whole will be cleansed, as far as is reasonably practical to the outfall. The wait times for both the outstanding and future works will also reduce due to the increase in gangs.

Minor Drainage Schemes 23/24

Minor works schemes have been completed in the following locations:

- Tor O Moor Road, Woodhall Spa
- Old Fen Lane, Scrub Hill
- Kirkgate, Whaplode
- Dozens Bank, West Pinchbeck
- Main Street, Normanton
- Sleaford Road, Ruskington
- Rectory Road, Ruskington

Drainage investigations have commenced at the following location in preparation for future schemes:

- Grantham Road, Waddington
- Fleet Road, Holbeach
- West Grove, Colsterworth
- Honington Road, Barkston
- Cuxwold Road, Swallow
- Butts Lane, Haddington
- Main Street, Hougham
- New York Rd, Scrub Hill
- Chaucer's Way, Spalding
- Newark Road, North Hykeham

Minor Drainage Schemes 24/25

A programme of minor drainage works has been planned for 24/25.

To support the final stages of the transition to a two year delivery cycle for minor drainage works, increasing certainty of cost and implementation, two dedicated drainage

investigation gangs will start work in April 2024. They will undertake the investigations needed to develop solutions e.g. locating underground apparatus, opening up pipes with limited access for internal inspection and, when necessary, work in conjunction with a high-pressure jetting unit and CCTV inspection unit. These gangs will also be able to undertake minor repairs such as small pipe breakages, manhole cover replacement and the like.

2. Conclusion

The Committee is asked to consider and comment on the detail contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport and IT. They are also asked to consider and comment on the collaborative working across directorates and with partners.

3. Consultation

a) Risks and Impact Analysis

N/A

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 Nathan Whitfield, who can be contacted on 01522 552907 or nathan.whitfield@lincolnshire.gov.uk.

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Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director – Resources

Report to:	Highways and Transport Scrutiny Committee
Date:	04 March 2024
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

04 MARCH 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Grantham Future High Street Fund - Market Place & Station Approach Projects	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Pre-decision Scrutiny. Executive Councillor decision between 11-15 March 2024.
2. Public Rights of Way Fees & Charges	Chris Miller, Head of Environment	Pre-decision Scrutiny. Executive Councillor decision between 05-14 March 2024.
3. Highways - Quarter 3 Performance Report (1 October to 31 December 2023)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
4. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
5. Approach to Transport Strategy Developments – Annual Update Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Annual Strategy Position Report
6. Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	Six-monthly Performance Report

29 APRIL 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Bus Service Improvement Plan	Helen Reek, Support Services Manager (Transport Services)	Pre-decision Scrutiny. Executive Councillor decision between 07 - 31 March 2024.
2. Transport - Quarter 3 Performance Report (1 October to 31 December 2023)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report
3. Stamford Transport Strategy	Sam Edwards, Head of Highways Infrastructure and Laboratory Services Charlotte Hughes, Senior Project Leader Highways	Scrutiny Report

29 APRIL 2024 - 10:00 am		
Item	Contributor	Type of Report
	Infrastructure	
4. Road Safety Partnership Update	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	Annual Position Report

10 JUNE 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy	Jayne Wingad, Rail Policy Officer Richard Bates, Lead Strategic Planner (Network Planning) for Eastern Region Network Rail Representation TBC	Scrutiny Report
2. Parking Enforcement Procedures Manual	Matt Jones, Parking Services Manager	Pre-decision scrutiny Executive Councillor decision 17 - 24 June 2024

29 JULY 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Winter Service Plan 2024-25	Jonathan Evans, Head of Highways Client and Contractual Management Services	Pre-decision scrutiny Executive Councillor decision Date Range TBC
2. Highways - Quarter 4 Performance Report (1 January to 31 March 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
3. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
4. Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	Six-monthly Performance Report
5. Public Transport Annual Update	Helen Reek, Support Services Manager (Transport Services)	Annual Position Report

29 JULY 2024 - 10:00 am		
Item	Contributor	Type of Report
6. Scrutiny Panel B – Review of Traffic Management Policy for Lincolnshire	Councillor Gary Taylor, Chairman of Scrutiny Panel B Jonathan Evans, Head of Highways Client and Contractual Management Services Kiara Chatziioannou, Scrutiny Officer	Scrutiny Review Report

16 SEPTEMBER 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Highways Infrastructure Asset Management Plan 2024	Jonathan Evans, Head of Highways Client and Contractual Management Services	Pre-decision scrutiny Executive Councillor decision Date Range TBC
2. Highways – Quarter 1 Performance Report (1 April – 30 June 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
3. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
4. Transport - Quarter 1 Performance Report (1 April 2023 to 30 June 2024)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report

28 OCTOBER 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Highways Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	Six-monthly Performance Report
2. Transport Connect Limited (TCL) - Teckal Company Update Annual Report	Helen Reek, Support Services Manager (Transport Services)	Annual Position Report

03 DECEMBER 2024 - 10:00 am		
Item	Contributor	Type of Report
1. Highways - Quarter 2 Performance Report (1 July to 30 September 2024)	Jonathan Evans, Head of Highways Client and Contractual Management Services	Service Performance Monitoring Report
2. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services	Service Performance Monitoring Report
3. Transport - Quarter 2 Performance Report (1 July to 30 September 2024)	Helen Reek, Support Services Manager (Transport Services)	Service Performance Monitoring Report

3. To be Programmed

Highways Performance Report – 3-year Statutory Update following Year 6 Update in 2023 (Spring 2026).

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

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 01522 552102, 07500 571868 or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

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
Public Rights of Way Fees & Charges [I032030]	5 and 14 Mar 2024	Executive Councillor: Economic Development, Environment and Planning	Highways and Transport Scrutiny Committee	Public Rights of Way and Access Manager E-mail: andrew.fletcher@lincolnshire.gov.uk	Yes	N/A
Grantham Future High Street Fund - Market Place & Station Approach Projects [I030841]	Between 11 and 15 Mar 2024	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Yes	Grantham East; Grantham North; Grantham South; Grantham West
Bus Service Improvement Plan	07-31 May 2024	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Support Services Manager (Transport Services) E-mail: Helen.Reek@lincolnshire.gov.uk	NO	All Divisions
Parking Enforcement Procedures Manual [I030731]	17 and 24 June 2024	Executive Councillor: Highways, Transport and IT	Place DLT, Highways and Transport Scrutiny Committee	Parking Services Manager E-mail: Matt.jones@lincolnshire.gov.uk	Yes	All Divisions