

COUNTY COUNCIL MEETING – 16 DECEMBER 2016

Statement from: Councillor R G Davies, Executive Councillor for Highways, Transport and IT

HIGHWAYS AND TRANSPORT

Highways Future Operating Model (FOM)

The FOM continues to represent a fundamental shift from our existing structure to focus our activity around asset management, improved budget control and enhanced programming and job management.

The FOM will consolidate and rationalise existing highways functions and will include tighter integration for key functions. It will also introduce a range of new and redesigned functions:

Services Hub:

- Political Commissioning and Briefing
- Services Commissioning
- Services and Asset Strategy and Portfolio Management
- Budget Setting, Allocation and Audit
- Operational Asset Management
- Communications and CRM

District Management

- Local Community Engagement and,
- MMT Planned Works

The current phase of work includes the development of the organisational structure which will enable the introduction of the Future Operating Model and additional syndicate reviews and independent verification identified during the completion of the Full Business Case. The additional reviews and work areas include:

1. The implementation of an appropriate Asset Management Scheme Identification System to realise the operational benefits in the Future Operating Model context.
2. A review of the current relationship with Serco and its delivery of the Customer Service Centre including effective communications and reducing the cost-to-serve.
3. Asset Resilience: structures, processes and costs review.
4. Technical Services Partnership (TSP) Syndicate Review: A Value for Money Assessment including structures, processes and costs.
5. Kier: structures, processes and costs review (in context of the Future Operating Model).
6. Network Management: structures, processes and costs review including the full introduction of the Lincolnshire Permit Scheme.
7. Reactive Job Profiling: A move from Area Maintenance Teams to countywide Mobile Maintenance Teams. Included in (5) above.

8. A full Transition Planning process to ensure that the benefits of the FOM Full Business Case are realised.

Timescales

A new organisational structure has been designed to reflect the Future Operating Model. A consultation process has been completed with an implementation date of 31 January 2017. It is expected that areas of further development will then continue until the implementation of the initial Future Operating Model in April 2017. Further work will be required to realise fully the benefits identified in the Full Business Case and a detailed Transition Plan is currently being developed to achieve this.

Lincoln Eastern Bypass

The legal process to acquire land needed for the scheme has now started.

Tenders were issued to four prospective contractors in June, with a return date of 30 August. Tenders have been verified and assessed and Carillion have been announced as the preferred bidder. A final submission was made to Department for Transport (DfT) for approval to release the £50m funding they are contributing for the scheme, this has now been confirmed and contracts can be signed with the successful contractor. It is hoped to start on site in mid-2017, with a soft start proposed by the contractor to establish the site team and good working practices.

A track possession has been provisionally booked by Network Rail for October 2017, to allow them to construct the bridge that will take the Lincoln to Spalding railway over the bypass. Network Rail will be on site in December 2016 and will be complete by April 2018.

A scheme of archaeological investigation commenced in September along the length of the route, after seeking competitive tenders from specialist contractors.

Lincoln East West Link

The works have been completed in late September and a formal opening ceremony with Karl McCartney occurred on 18 November 2016.

Work has commenced on Brayford Wharf East to make it one way northbound and make the left in left out at St. Marks permanent.

The City of Lincoln have prepared the site north of Tentercroft Street for a temporary bus station in preparation for the Lincoln Transport Hub and the access into the area from the East West link has been modified to accommodate.

Network Rail High Street Footbridge

The footbridge opened in June 2016 and discussions are underway with Network Rail regarding adoption of the bridge.

Network Rail Brayford Wharf East Footbridge

A planning application for the new bridge is expected to be submitted imminently, with the bridge expected to open in late 2017.

Skegness Countryside Business Park

A contract for the main works has not been awarded. Detailed dialogue is occurring between LCC, potential contractor and utilities companies before a contract award is made.

Holbeach, Peppermint Junction

The Peppermint Junction Highway improvement scheme is now at 'detailed design' stage. Works are currently proposed to commence in May 2017, where overnight works will be used where possible to minimise congestion on this strategic route. Land has been secured through agreement. It is intended to go out to tender early January.

Separate funding has been identified to improve capacity at the adjacent Boston Rd Roundabout, whilst also considering pedestrian safety. Carriageway to the East and South of Peppermint Junction will also be resurfaced as part of planned maintenance at the same time. It is proposed that these works will use the same contract to minimise cost and reduce inconvenience during the works.

Grantham – King 31 Including A1 Connection (Spitalgate Level, west to A1)

King 31 Phase 1 – The road from the new roundabout on the B1174 running towards the A1 with another roundabout to a proposed development was completed in July 2016

King 31 Phase 2 - The design for the grade separated A1 Junction itself was submitted to Highways England for approval in July 2016. This is a scheme that LCC took over from a developer and secured a new planning permission. Highways England (HE) has recently reorganised and are treating this as a third party scheme but progress has been slowed by HE internal processes. Once approved HE will need to publish the Line Orders. Galliford Try have been appointed (through Midlands Highways Alliance) to produce a target cost and to carry out the works. A works contract cannot be awarded until the outcome of the Line Orders process is known.

Grantham – Southern Quadrant Link Road (SQLR)

SQLR Phase 3 - LCC now has a valid planning permission following approval of the S.73 change to planning

The detailed design is now substantially complete. Network Rail is insisting on securing a ransom for crossing the ECML in accordance with their Shared Value policy and a satisfactory outcome is required to this issue and the ongoing S106

discussions to secure a funding package. The Compulsory Purchase Orders (CPO) and the Side Road Orders (SRO) cannot be published until the Network Rail issue is resolved since they would object to the Orders as a statutory consultee.

Spalding Western Relief Road

The housing developer is due to submit a reserved matters planning application for the South phase of this road by Christmas, with a view to gaining approval during early 2017. We continue to liaise with the developer in view of gaining agreement from them on funding contributions for this section of the relief road.

The options for the North phase form part of the draft South East Lincolnshire Local Plan. This phase now awaits developer stimulation (separate to the South phase).

The central section of SWWR is identified as a 'safeguarded corridor' within the South East Lincolnshire Local Plan.

Public Rights of Way

The section continues to ensure that wherever possible the rights of way network in Lincolnshire is open and available for use. The autumn period is spent liaising with occupiers to ensure that routes across arable fields are appropriately reinstated following cultivation.

Street Lighting Transformation

The Street Lighting Transformation continues to progress well and is due to save £1.7m from April 2017. As at 28 October, 11,052 LED lights have been installed, 20,885 Part Night conversions have been completed and 298 street lights have been fully switched off - after careful assessment alongside colleagues at Lincolnshire Road Safety Partnership.

We continue to raise awareness of the changes to street lights across the county through the LCC website, local media and County News (Autumn edition).

Alliance Performance

Quarterly performance is reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. The Alliance partners have managed to achieve their targets for Quarter 2. The results per contract area are:

- Alliance Key Performance Indicators (LCC/Kier/Mouchel/Dynniq) – 77*
- Highways Works Term Contract Performance Indicators (Kier) – 93*
- Traffic Signals Term Contract Performance Indicators (Dynniq) – 100
- Professional Services Contract Performance Indicators (Mouchel) – 84.8
- Client Performance Indicators (LCC) – 77

*Provisional data

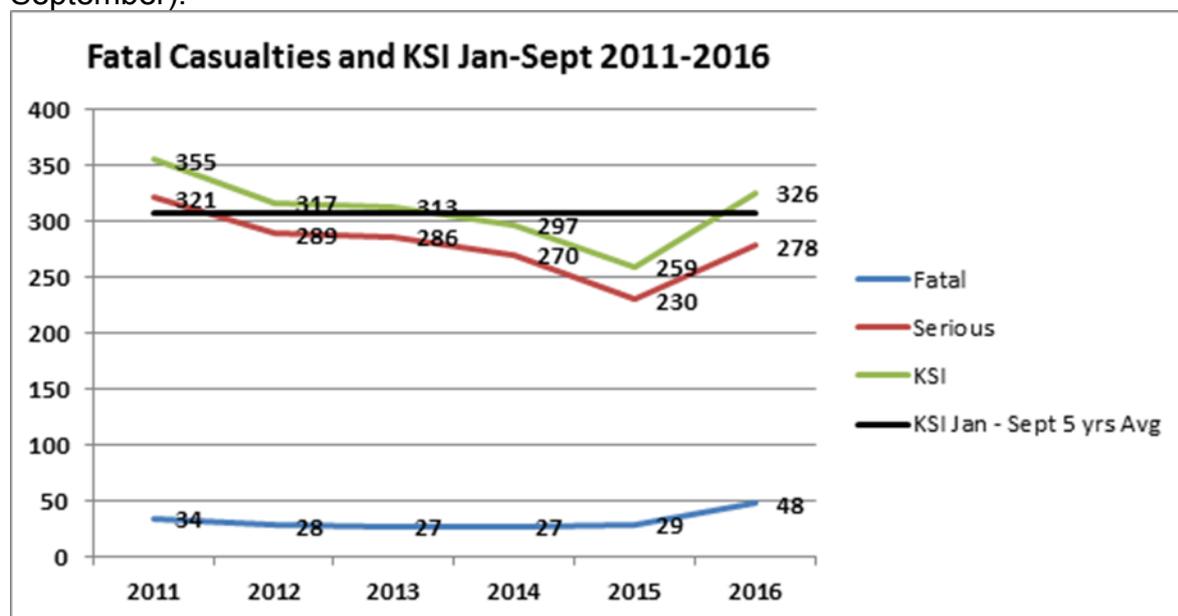
The performance achieved in Quarter 2 shows that the Alliance Indicators are at a good level and look set to remain as we progress through Year 7. A series of new indicators are being trialled alongside the current set of indicators to target and challenge each partner so that the Alliance continues to evolve.

Winter Maintenance

The County Council currently has 25,000 tonnes of salt within our 8 highway depots and a further 24,000 available on quayside at Immingham Docks. The Highways Alliance held recruitment days to actively promote recruitment of additional LGV drivers over the summer, which has provided a pool of staff to be called upon for extra resilience. There are ongoing discussions with the Fire & Rescue service, which it is hoped will be able to provide more potential drivers in future. As part of the normal lease process the four large gritters covering the hills in the Wolds have been replaced, at a reduced cost to the authority, through close liaison with manufacturers and the lease company. These vehicles are operating out of Willingham Hall and Manby Highways Depots.

Lincolnshire Road Safety Partnership (LRSP)

There have been 54 fatal casualties in Lincolnshire in 2016. In addition there were 278 serious injury casualties and 1594 slight casualties (provisional figure to end of September).



In response to high number of fatal collisions the LRSP data team continue to work with the Collision Investigation Team to continually analyse the fatal collisions to identify trends and highlight work that may need to be done.

The LRSP's public engagement exercise 'Public perceptions of road safety in Lincolnshire' will finish in November. The data will be compiled and analysed before a report is created and made publically available. Where appropriate, LRSP will seek to incorporate the issues identified by Lincolnshire road users in our road safety provision for 2017.

The average speed camera system on the A16 at Crowland will be live from the 28 November.

Lincolnshire Police are starting the tender process for the next phase of static camera digital upgrades. Between 10 and 20 existing sites will be upgraded before current wet film technology becomes obsolete.

The following completed training courses in Lincolnshire to the end of October 2016:

	Up to end October 2016	Up to end October 2015	Difference
Speed Awareness	12496	10526	+1970
Driver Alertness	221	283	-62
What's Driving Us	572	812	-240
Driving 4 Change	8	4	+4
Ride	15	16	-1
Taxi Driver	48	44	+4
Pass Plus	28	34	-6
Mature Driver	7	89	-82

The LRSP Education Training and Publicity team (ETP) are currently planning the winter drink/drug driving campaign. This will incorporate Police enforcement, radio advertising, festive event attendance, social media videos, and a comprehensive evaluation package in liaison with Lincoln University.

The ETP team are also undertaking engagement activity with Public Health to share road safety messages via partners.

Following a review of motorcycle casualties, LRSP is to develop an e-learning package targeting young motorcycle and moped riders.

Total Transport Initiative – Integration with Health

The Passenger Transport Unit continues to encourage Health Services to seek opportunities' to integrate their transport with key transport provided by the County Council. Additions to the retender specification for Non-Emergency Passenger Transport (NEPT) will permit the CCG's to review the scope of the contract with the successful provider with a view to developing the provision of integrated patient and passenger transport services.

The PTU is also actively engaging in the Sustainability and Transformation Plans (STP) being developed by the NHS. There is a specific STP for transport being led by NHS colleagues. The investigation and detail arising from the Total Transport project will feed into these plans and the Council is keen to work in partnership as much as possible.

The Unit is also working closely with Voluntary Car Schemes to improve their transport offer. We are supporting them with a programme of online training for staff,

improved software and a best practice forum for all schemes. It is hoped that this will assist the community transport operators in providing effective and potentially increased coverage for vulnerable and isolated members of the community.

Teckal Company Development (TransportConnect Ltd)

Summary of progress

TransportConnect Ltd is now fully operational with the planned services being delivered effectively. There have been some initial issues surrounding spare vehicles and staff performance, which are being addressed proactively by the Managing Director.

We are now starting to award TransportConnect some additional work. This includes one of the new SEND One School One Provider contracts, following the formal tender process which failed to see all contracts awarded due to affordability issues. The One School One Provider services start in January 2017, so the company is preparing and mobilising the necessary requirements for contract delivery – this includes staff recruitment and the purchasing of additional vehicles.

Governance and Strategy

Discussions are taking place internally in order to establish the most appropriate structure and decision making within the Council, to ensure the required level of control is exerted by the Council. These arrangements include the procurement process the Council follows when procuring TransportConnect, which can be through a formal tender process or through the direct award of a contract without a tendering exercise. The first meeting of the company's Board of Directors takes place in early December and then on a monthly basis.

The Managing Director is drafting a three year strategic plan, which will be taken to the Board of Directors before being submitted to the Council for approval. Once approved, the company would submit annual priorities to the Council for approval, to ensure its strategic direction remains aligned to the Council's requirements.

Highway Services User Experience

A number of work streams including improvements to the online highway faults reporting system are progressing to improve our highway services customers' experience. An update on this was given to the Highways and Transport Scrutiny meeting on 24 October 2016 and a further progress will be reported in six months' time. As part of the highway services reorganisation, discussions are taking place with the Customer Services Centre to realise the channel shift from telephone to web.

INFORMATION MANAGEMENT AND TECHNOLOGY

Overview

IMT Services being delivered by Serco are continuing to slowly improve, and many services are relatively stable, although we have had some significant outages recently.

There remain areas where the breadth of services delivered by Serco, and level of service are falling short of expectations. Service Improvement activity targeted to resolve this is beginning to take shape to improve the situation but the service is still in need of considerable rectification.

Whilst there are continued delays in implementing service area commissioned projects, which are hampering the delivery of key some non-IT service improvements, in the main the day to day user experience of the service desk remains high. It should be noted that recently issues are being experienced with overflow calls to the Birmingham service desk. These issues are being addressed and we are seeing some improvements.

End User Experience

Whilst there are issues with the wider IT service, most users are still receiving a good level of service which enables the 'as is' functioning of the Council to continue. The end users of the IT Service mostly remain satisfied with the level of service achieved day to day with an average of 88% of staff rating the service as 'good' or 'excellent'.

A significant backlog of outstanding tickets (Service Requests and Incidents) are marring the overall good level of service. This is being addressed but remains an ongoing issue closely managed by the LCC IMT team.

Incidents and Recovery of Systems

The Council is still experiencing a significant number of Priority 1 and Priority 2 Incidents. These Incidents relate to key critical systems, where there is reputational damage or many users are unable to work.

Small Project Delivery

Project delivery remains the most challenging part of the Serco service, with small 'business as usual' projects taking longer to commission than expected.

The Information Management Team (IMT) and Serco colleagues are utilising Operational Level Agreements to clarify expectations and understand the reasons for backlogs and delays. Project tracking to provide the OLAs remains a manual process updated by the Serco Project Management team and lack accuracy which is impeding rectification work.

Transformation and Commissioned Project Delivery

Whilst many of the outstanding projects now have plans, some further planning and prioritisation work is required as provided dates are often missed. Where plans are now available, Serco and the IMT team are working to ensure interdependencies of the remaining transformation projects are clear and milestone dates are established.

Work continues to complete the bulk of Transformation Projects within this calendar year, or the current Financial Year depending on resourcing and complexity. The number of Transformation Projects extended into the next Financial Year should be few.

Project Management reporting remains poor with ineffective manual systems in place and the escalation of project issues failing. Thus, the KPI relating to project delivery remains without the means to be calculated. The ability of Serco to deliver change and transformational IT projects remains a serious concern.

Service Improvement Plans

Whilst a significant number of Service Improvement Plans have been put into place following significant deficiencies being identified through maturity assessments and the outcome of Incidents and/or service failings, these are not progressing at the necessary speed to improve matters and continue to place IT services at risk of failure.

ICO Follow-up Data Protection Audit

A desk based follow up audit was recently carried out by the ICO (original audit carried out 2 – 4 February 2016). The purpose of the audit is to measure the extent to which LCC had implemented recommendations from the original report.

Of the 45 recommendations made in the report across Training and Awareness; Records Management; and Data Sharing:

- 22 are complete;
- 5 are partially complete;
- 6 have not yet been implemented;
- 12 were rejected by LCC.

A final follow up is due during February 2017.

HSCIC Audit

The Health and Social Care Information Centre (now NHS Digital) carried out an audit of LCC's data sharing activities evaluating how LCC conforms to the requirements of a data sharing framework (hospital statistics) relevant to Public Health. The audit findings assigned an overall assurance rating of substantial and an overall risk statement of low risk.

Malware Attack

On Tuesday 8 November 2016 Lincolnshire County Council was subject to a malicious software attack known as ransomware resulting from a single user clicking on a malicious attachment containing a zero day malware variant.

As a result of immediate action by LCC's IMT team and Serco, damage was limited. The availability of additional expert resource e.g. Serco Security Operations Centre and the presence of good back-ups contributed to surviving the attack with minimal loss disruption to services.

Full restoration was achieved by 10 November 2016 and the overall scale of impact was significantly reduced when compared to a similar event which occurred in January of this year.

Information Security Management System

On 18 November 2016 after many months of preparation by LCC and Serco, formal certification to ISO 27001:13 has been achieved. The international standard relates to the design and implementation of a formal information security management system and is applicable across all local services delivered by Serco to LCC including IMT.

This is good evidence of improving information security management and should be a solid base on which LCC and Serco can continue to improve security management.

BROADBAND UPDATE

Phase 1

The main broadband project (Phase 1) was concluded on its scheduled date of 31 March 2016. At the end of Phase 1 150,775 premises had been successfully fibre enabled, which equates to 738 roadside cabinets. The Phase was delivered with savings of just over £15M and this will be utilised to fund a 'Third Phase' deployment where we will look to push faster broadband even further out into the county. Each Superfast enabled premise was delivered at an average cost of £178 against a projected figure of £293.

Customer Take Up for Phase 1 currently sits at 34.08% and we expect to hit 40% before the end of Phase 2. This will bring additional funding back into the Investment Fund as a result of the 'Clawback' agreement in the contract.

Phase 2

Phase 2 of the project commenced 1st April 2016 and to date, 3905 premises have been enabled under this Phase. This includes additional premises that we identified under Phase 1 as being eligible for upgrade.

The final Phase 2 plan has a Superfast broadband coverage target of 4801, but we will deliver fibre provision to significantly more than this number. It is expected that it may not be possible to reach some areas with the existing BT technologies and alternative technologies are being investigated. We remain confident that we will hit the targets for Phase 2 on time and within budget.

Phase 3

As mentioned above, there is a large surplus of funding from Phase 1 and this will be utilised to push faster broadband further out into the county than had originally been expected.

To that end, we have asked BT to 'Model' the £4.65M already given back to the programme by them under Clawback, along with a further £6M of the underspend from Phase 1. We are expecting to see the results of this 'Modelling' imminently and it is hoped that we will see extensive further penetration of fibre at reasonable cost. We do anticipate having to discuss the 'Model' with BT to arrive at what we want from the solution and when we have fully analysed and if necessary, amended the Model, we will take a view of whether it represents value for money and if so, recommend acceptance.

Beyond that, we will look at what can be achieved with remaining funding, but conscious of emerging technologies and what we have left to try to cover.

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