



County Offices  
Newland  
Lincoln  
LN1 1YL

17 October 2014

**Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 27 October 2014 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle  
Chief Executive

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

Councillors M Brookes (Chairman), A G Hagues (Vice-Chairman), M G Allan, D Brailsford, K J Clarke, R J Hunter-Clarke, J R Marriott, R A H McAuley, N M Murray, Mrs A M Newton and A H Turner MBE JP



**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA  
MONDAY, 27 OCTOBER 2014**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declaration of Councillors' Interests</b>	
<b>3</b>	<b>Minutes of the Meeting held on 15 September 2014</b>	5 - 12
<b>4</b>	<b>Announcements by the Executive Councillor for Highways, Transport &amp; IT</b>	Verbal Report
<b>5</b>	<b>New Arrangements for Commissioning and Delivery</b> <i>(To receive a presentation and verbal update from the Chief Operating Officer in relation to the new arrangements for Commissioning and Delivery)</i>	Verbal Report
<b>6</b>	<b>Lincolnshire Highways Alliance Update Report - October 2014</b> <i>(To receive a report from the Infrastructure Commissioner which provides the Committee with an update on progress with the Lincolnshire Highways Alliance)</i>	13 - 36
<b>7</b>	<b>Spalding Transport Strategy</b> <i>(To receive a report from the Infrastructure Commissioner which invites the Committee to consider the Spalding Transport Strategy 2014 – 2036 report, which is due to be considered by the Executive Councillor for Highways, Transport and IT)</i>	37 - 84
<b>8</b>	<b>Highways and Transport Scrutiny Committee Work Programme</b> <i>(To receive a report from the Scrutiny Officer, which provides the Committee with an opportunity to consider its work programme for the coming year)</i>	85 - 88

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

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

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**HIGHWAYS AND TRANSPORT  
SCRUTINY COMMITTEE  
15 SEPTEMBER 2014**

**PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)**

Councillors A G Hagues (Vice-Chairman), D Brailsford, K J Clarke, R J Hunter-Clarke, J R Marriott, R A H McAuley, N M Murray, Mrs A M Newton and A H Turner MBE JP

Councillors: S F Kinch and R A Renshaw attended the meeting as observers

Officers in attendance:-

Paul Coathup (Assistant Director Highways and Transportation), David Davies (Principal Maintenance Engineer), Mick Phoenix (Parking Services Manager), Paul Rusted (Infrastructure Commissioner), Louise Tyers (Scrutiny Officer), Steve Willis (Chief Operating Officer) and Rachel Wilson

18 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor R G Davies, Executive Councillor for Highways, Transport and IT.

19 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest at this point in the meeting.

20 MINUTES OF THE MEETING HELD ON 14 JULY 2014

RESOLVED

That the minutes of the meeting held on 14 July 2014 be signed by the Chairman as a correct record.

21 ANNOUNCEMENTS BY THE EXECUTIVE COUNCILLOR HIGHWAYS,  
TRANSPORT AND IT AND THE ASSISTANT DIRECTOR HIGHWAYS AND  
TRANSPORTATION

The Assistant Director Highways and Transportation announced that the Council had received an additional £350,000 for the LN6 Sustainable Transport Fund to extend the good works that had already been done. To put this in context, it was reported that this amount was about a third of the national pot of funding which was available. This funding would be used to try and extend the boundaries of the project.

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It was confirmed that this funding was ring fenced for use in Lincoln, however, members commented that funding for transport schemes in other areas of the county, such as Spalding, was required. Members were advised that this money was made available through a direct bidding scheme, and so the authority put in a bid for scheme that it was thought would be successful in gaining the funding. The Committee was keen to see similar projects in other parts of the county.

It was also reported that work was about to start on the Lincoln East West Link road. Tenders were being analysed, and it was expected that work would commence at the beginning of November 2014. In relation to the Canwick Road scheme, officers were currently involved in discussions with the contractors and work was scheduled to start on 27 October 2014.

Members were advised that difficulties remained with the Lincoln Eastern Bypass, the problems were mainly administrative and were in relation to not getting the Orders approved, and were taking longer to resolve than anticipated. The new location of the non-motorised bridge was going to the Planning and Regulation Committee for approval in October. Following this, the Orders would need to be re-published. It was noted that the members of the Planning and Regulation Committee would be undertaking a site visit to Hawthorn Road prior to the meeting.

It was commented that there had been a lot of media coverage in the south of the County in relation to the East Coast Mainline and the closing of level crossings, Tallington in particular. It was noted that two alternative schemes had been put forward for Tallington, but they had not been supported by the County Council. There was a programme of work being undertaken by Network Rail to remove as many level crossings on the East Coast Mainline as possible. The County Council was working with Network Rail to find a solution which was suitable for the local community. However, members were advised that Network Rail could use rail powers to push through the works process and do what it thinks is suitable, it would be their scheme, and not the County Council's.

It was clarified that the start times of the works on the East West Link and the Canwick Road schemes had converged as the East West Link scheme was broadly on target, and funding for the Canwick Road scheme had been awarded as a pinch point scheme. As the first scheme on Newark Road had been completed quickly, there was an opportunity for a second bid to be submitted for part of the remaining funding which was put in quickly. Acquiring the land had taken slightly longer than anticipated, but the scheme had been designed so it would minimise the impact on roads before Christmas. It was hoped that the road would be finished by May 2015.

A query was raised regarding the recent works on Rookery Lane in Lincoln, and it was confirmed that the contractors had paid for all the remedial works to be carried out. It was noted that this had been a tendered contract and was not carried out by the Highways Alliance.

In relation to the problems with the Lincoln Eastern Bypass, concerns were raised regarding whether the funding for the project was in jeopardy. Members were assured that the Department for Transport had stated that they would do everything

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possible to ensure that the funding remained in place. However, it was noted that there was a general election scheduled in May 2015.

It was noted that there had been a lot of lobbying from pressure groups in the surrounding villages regarding the closure of Hawthorn Road. Members were informed that the inspector had concluded that there was nothing wrong with the proposals for access. It was commented that the new proposal for the bridge was good, however, it had not been considered previously as the original proposed design was cheaper, neater and more accessible. Officers were in contact with all the affected parish councils.

Members were reminded that for the most up to date information in relation to roadworks, they should access the Roadworks.org website, which could be set up to provide an individual member with updates on works which would be affecting their area.

The Assistant Director Highways and Transportation informed the Committee that this would be his last meeting, as he would be retiring from the County Council on 17 October 2014. Following the Senior Management Restructure, Andy Gutherson was the County Commissioner, Paul Rusted would be the Infrastructure Commissioner and there would be two Network Managers. The Chairman expressed his thanks to the Assistant Director for all the work he had done for the Committee and the Authority over the years, and wished him all the best for the future.

Members were informed that there would be a more detailed presentation at the next meeting in relation to the Council moving into a more commissioning and delivery mode. It was important to ensure that the officers were serving the Committee correctly. However, it was noted that Highways had been operating under a commissioning model for some time through the Highways Alliance. The Energy from Waste facility was another example of a project which had been commissioned by the County Council.

**22     QUARTER 1 PERFORMANCE - 1 APRIL TO 30 JUNE 2014**

Consideration was given to a report which provided key performance information relevant to the work of the Highways and Transport Scrutiny Committee. It was reported that this performance information was for the first quarter and covered 1 April – 30 June 2014.

Members were guided through the performance information presented, and were provided with the opportunity to ask questions in relation to the information contained within the report. Some of the points raised during discussion included the following:

- It was the responsibility of the bus operators to deliver the bus services on time. However, it was noted that this was only possible if the buses could get through the roads;
- Highways officers were congratulated for the works which were going on in and around Lincoln, and it was commented that people should be grateful that the work was continuing when the authority was facing budget reductions;

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- In relation to the full data sets for the complaints which had been received, it was noted that they could be provided to members if required.

#### RESOLVED

That the performance information presented and associated comments be noted.

#### 23 WINTER MAINTENANCE - PREPARATIONS FOR WINTER 2014/15

Consideration was given to a report which detailed the background and preparations put in place for highway winter maintenance operations in Lincolnshire for the 2014/15 winter season. Members were advised that there had been no changes to the winter maintenance plan for this winter.

It was reported that the normal bi-annual tender exercise for salt procurement had been carried out earlier in the year by ESPO and had been awarded to National Gritting Supplies (NGS) based in Southampton following a technical and financial evaluation. Members were informed that this was the first change of supplier since Salinity UK won the contract in 1999. The County's reserve stock of 12,000 tonnes of salt would be stored on the quayside at Southampton. There was now 23,000 tonnes of salt in depots throughout the county for the start of the winter season.

Members were advised that some of the underspend from the winter of 2013/14 was being utilised to begin work on the process to build a new salt barn at Willingham Hall. Once this was completed, this would only leave Horncastle with salt not stored under cover as recommended by national standards.

It was also reported that the installation of a new weather station at Caistor Top was completed late in last season and so would be fully operational for this season.

The Committee was provided with the opportunity to ask questions to the officers present in relation to the information contained within in the report and some of the points raised during discussion included the following:

- Most of the strategic supply of salt had been stored at the docks in Immingham, but the replenishment stock would now be stored on the docks at Southampton;
- The news regarding the new supplier of salt was welcomed. It was confirmed that the contract would be in place for one year with an option to extend to two years;
- It was suggested that further update on resilience would be useful at some point;
- It was queried whether some of the bigger parishes would be able to have more than one 1 tonne sack under the self-help scheme? It was thought that this may be possible if there was a good reason, but it would be investigated;
- If there were roadworks on a gritted route, the diversion would be gritted;
- It was noted that it did not add value to put signs on all the non-gritted routes;



RESOLVED

That the preparations for winter operations in 2014/15 be endorsed.

24     CIVIL PARKING ENFORCEMENT - ANNUAL PARKING REPORT 2013/14

It was reported that the adoption of Civil Parking Enforcement (CPE) by Lincolnshire County Council required the Council to submit an annual report on CPE related activities and a financial statement showing the cost of the operation, including any deficit or surplus. This was in accordance with the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions. The Committee was invited to consider and comment on the contents of the report.

Members were advised that the annual parking report covered the period from 1 April 2013 to 31 March 2014. It was a transparent document that allowed the disclosure of various statistics related to enforcement and appeals, as well as financial information on the cost of the service. The Committee was provided with the opportunity to ask questions to the officers present in relation to the information contained in the report and some of the points raised during discussion included the following:

- The whole purpose of CPE was to discourage people from parking illegally. The most important aspect was whether this was working rather than whether the service was in surplus or deficit;
- It should be noted that the operating surplus of £156,000 was relatively modest when it had an operating cost of £1million. There was a possibility that the service would start to run into deficit in the future;
- Any surplus produced by this service was ring fenced and could only be spent on things such as the service itself, supplying and making good parking facilities, transport projects, temporary park and ride schemes or environmental schemes. If it was felt that none of those schemes were required, the surplus could be set aside for up to five years for future operating costs;
- Officers had been working hard to identify more efficiencies, and had examined how to reorganise patrols for category C locations (small towns and villages) to enable more manpower to be sent to the 'hot spots';
- It was possible there would be a need to increase the minimum staff numbers from 20-25 to 25-30 enforcement officers;
- Members commented that generally it had been a success, there were several areas within Lincoln that were 'hot spots'. A lot of calls regarding appeals had been received, and it was pleasing to see that people could successfully appeal;
- Civil Enforcement Officers had very little discretion when patrolling at street level. The discretion rested with the appeals part of the service;
- Officers would only enforce what they had to enforce, for example if there was a development in an area and the contractor had spoken to the relevant highways team, permits and waivers for the area could be set up. Mick Phoenix agreed to e-mail the details of this to Councillor Murray;
- It was commented that CPE had made a massive difference in Stamford;

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- There was a need for clarity, when this report was published on the website, regarding where and how the surplus could be spent;
- Members were pleased that the service was not operating at a loss, and the planned increase in patrols was welcomed;
- It was approaching two years since the County Council had taken over this service.

## RESOLVED

1. That the Committee endorse the publication of the report on the Lincolnshire County Council website;
2. That the Committee continue to receive 6 monthly updates.

25 SPEED MANAGEMENT IN LINCOLNSHIRE SCRUTINY REVIEW -  
EXECUTIVE RESPONSE

Consideration was given to a report which presented the Executive Response and draft action plan in response to the nine recommendations arising from the Speed Management in Lincolnshire Scrutiny Review final report.

Members were reminded that the final report had been approved by the Committee at its meeting in June and then been considered by the Executive on 1 July 2014, where it had been well received. All recommendations were accepted, except for one which was only partly accepted.

The Committee was provided with the opportunity to ask questions to the officers present in relation to the information contained within the report, and some of the points raised during discussion included the following:

- It was reported that the Executive requested for some additional work to be carried out in relation to the recommendation which was only partially accepted. A detailed report would be brought back to this Committee when the work had been completed;
- It was hoped that the policy would be finalised in April 2015;
- It was requested whether an update could be received following implementation of signage in school safety zones, to look at whether they had been successful;
- A toolkit would be put together for schools so they could determine what the best option would be for them as one size would not fit all. Part of this would include officers visiting schools and working with them to find the right solution;
- Concerns had been raised regarding a school in Caistor where parents were regularly parking in no parking zones. It was noted that signs in the area had been repainted, and the situation had been improved;
- An important recommendation which was made was that schools needed to be involved in any road safety solution;
- It was commented that sometimes there could be a problem persuading the governing body that there was a problem with parking. There had to be a zero tolerance approach;

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- The Executive Councillors for Highways, Transport and IT and Adult Care and Health Services, Children's Services did work together on school safety issues;
- Any significant changes to a school would require planning permission.

RESOLVED

That the comments made in relation to the Executive Response and draft Action Plan in response to the nine recommendations from the Speed Management in Lincolnshire report be noted:

26 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report which enabled the Committee to comment on the content of its work programme for the coming year.

It was noted that the following would be added to the work programme:

- A presentation on the new management arrangements – 27 October 2014;
- Additional Civil Parking Enforcement update – 15 December 2014;

It was noted that an issue had been raised at the Overview and Scrutiny Management Committee regarding whether Network Rail had a protocol in place with the County Council when they wanted to temporarily close a level crossing, and it had been requested that this Committee have a more detailed look at this. Members were informed that the County Council worked closely with Network Rail to try and minimise any disruption, but Network Rail had their own powers to do things in an emergency. However, they did always try to inform the authority in these cases.

The Committee was provided with an update in relation to the foot bridges over the level crossings in Lincoln at Brayford Wharf East and High Street. It was reported that the authority had been working closely on the two DDA compliant footbridges. It was noted that it had been planned for the bridge on Brayford Wharf East to be built first as planning permission had been received, and the traffic regulation orders had been processed. However, early site work revealed uncharted statutory plant, which meant investigations had to be undertaken and work had to stop on site while this was underway. Progress was being made on buying the property for the High Street Bridge, and it was now planned for the two bridges to be built simultaneously. However, difficulties had been experienced in buying the High Street property for the right price, and so Network Rail were trying to re-engineer the bridge design in order to make savings. Officers were pleased that discussions were still taking place and that there were still plans to provide the two footbridges. Network Rail were in discussions with County Council planners to determine whether any changes to the planning application were required. From a local perspective, it was considered important that the bridges were both aesthetically and structurally pleasing as they could be in place for 100 years.

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**15 SEPTEMBER 2014**

RESOLVED

1. That the additions to the Committee's work programme be noted;
2. That the update in relation to the two footbridges over the level crossings in Lincoln be noted.

The meeting closed at 11.55 am

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>27 October 2014</b>
Subject:	<b>Lincolnshire Highways Alliance Update Report - October 2014</b>

#### **Summary:**

This report presents an update on progress with the Lincolnshire Highways Alliance, an Alliance between the County Council, Imtech, Mouchel and Kier. The Alliance delivers the majority of highway services through the Traffic Signals Term Contract, the Professional Services Contract and the Highway Works Term Contract.

The Lincolnshire Highway Alliance is now in the fifth year of a potential contractual duration of ten years.

Independent comparison of our services confirm that the Alliance continues to deliver class leading, cost effective, high quality highway services with improvement areas identified and work underway to deliver that further efficiency and improvement.

#### **Actions Required:**

Members of the Highways and Transport Scrutiny Committee are invited to consider and comment on the report.

## **1. Background**

### Introduction

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

1.2 The Alliance contracts are now well into year 5 of a potential 10 year term. The commissioning exercise was an early example of the Council's recent

commissioning model which followed the analyse, plan, do, review commissioning cycle. The appropriate allocation of risk, the use of target cost pricing and open book accounting resulted in an initial reduction in cost of 18% over the previous delivery model for highway works. This equates to a saving of around £9million per annum or £90million over the potential 10 year term.

## Performance

- 1.3 The quarterly performance report is reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire Highways Alliance Performance Report for Year 5 Quarter 1 can be found as Appendix A. This covers the period of April to June 2014 and demonstrates improving scores for the Alliance in some areas but a decline for Signals, Client and Alliance scores.
- 1.4 Overall performance for the Highway Works Term Contract has increased to 84.3 and has stabilised for the Professional Services Contract at 80.1. The Traffic Signals Term Contract has reduced to 87, Client performance to 78 and the overall Alliance score has further declined to 42.
- 1.5 Whilst there has been a reduction in some performance scores, this should be taken in the context of the increased performance since the start of the Alliance. Areas of technical performance will continue to be addressed within the three contract areas and the client. The significant drop in the Alliance score reflects the subjective nature of some of the indicators such as press articles, public satisfaction and relationship scoring. We are engaged in national work through Cranfield University to develop a better understanding of our ability to influence perception of our services. We are also introducing additional participants in the relationship scoring exercise to replace those that have left since the start of the Alliance. This should help to provide more consistency to that measure.
- 1.6 A recent internal audit, focussing this time on the Traffic Signals Term Contract has reported substantial assurance of the service with no concerns. Further work is being undertaken with the Council's Performance Group to develop the Highways Performance Dashboard with a focus on improved financial information.
- 1.7 The Highways Maintenance Efficiency Plan Peer Review planned for October 2014 has now been rescheduled for March 2015 to accommodate the changes brought about by the Senior Management Review, the move to a Commissioning Council and the potential changes from the Council's Fundamental Budget Review. We continue to work with Cranfield University to follow up the Strategic Value for Money Assessment and as part of the Future Highways Project. We also continue to work with Leeds University to refine and develop the frontier benchmarking of highways services. The work with Cranfield has informed the change to the divisional structure, our work on improved planning and programming, the move to the proactive

delivery of services and the re-use of material by recycling. All of this work, when completed, will be the subject of further report to this committee.

#### Traffic Signals Term Contract

- 1.8 The installation of Phase 1 of the innovative new traffic signal system has been completed at the junction of Dixon Street and Boultham Park Road in Lincoln. This uses "smart" technology to enable the development of a traditional traffic controller which will reduce the cost of the overall scheme, remove the need for extensive cable and ducting infrastructure and therefore minimise congestion and disruption for road users.
- 1.9 The Remote Lamp Control System (RLCS) is a new development for the long-established PTC-1 traffic controller. This moves elements of the traditional traffic controller from a separate cabinet into some of the signal heads. This has reduced on-street cabling and related infrastructure work with a resulting reduction in traffic management, civil engineering and cable works. It is expected that this will result in a typical saving of 30% over a traditional signal installation. We have been experiencing sporadic issues with the inability of the RLCS system to automatically recover from certain power outages. We have been working on a software update for the Remote Lamp Unit (RLU), which changes the current threshold within the units to improve the system reliability. This change has also improved the overall reliability of the RLCS system and its ability to withstand additional electrical noise and disturbance. The software and hardware are being developed further to improve the level of confidence in the new system. Being allowed access to a complex multi-system installation within Lincolnshire for the national trial has greatly assisted the development and evaluation of the system.
- 1.10 Imtech and the Traffic Signals Team continue to trial new above ground detection systems and have recently installed the TrafiCam detector. The key feature of this product is the ability to provide multiple detection zones from a single unit. This reduces the need to install loop detectors, causing less disruption to the road users and improves safety and ease of maintenance operations.
- 1.11 We are currently working on a joint Alliance project to upgrade the existing BT private wire circuits to ADSL broadband at the 100 Urban Traffic Control (SCOOT) installations in Lincoln, Boston and Grantham. We are replacing the existing old wired transmission units which will be unsupported after 2018 with new programmable digital interfaces and routers.

#### Highway Works Term Contract

- 1.12 The surface dressing season has now been completed with the delivery of over 2.4 million square metres of dressing. Surface dressing is an integral part of the preventative maintenance strategy agreed as part of the Transport Asset Management Plan. We expect to increase the coverage by

this treatment as part of the strategy with a programme of preparatory patching underway at the moment.

- 1.13 Cyclic environmental works such as grass cutting and weed control are reaching the end of their season. Gulley and catchpit emptying will continue throughout the year. Further targeted cleansing is being driven by the data that we now capture through a GPS facility on our equipment. This data is now captured within our Asset Management system Confirm, which allows for the automated issue of works orders to rectify faults and for payment to be made against electronic returns.

Grass cutting consists of a number of different operations:

Amenity Mowing – grass areas typically in a village and town location which are cut seven times a year by either a pedestrian controlled or ride on rotary or cylinder type mower. The grass should be cut to leave a maximum length of 25mm and each cut should be completed within two weeks of the instructed start date. The majority of amenity grass cutting in the county is carried out under agreement by district, city, borough or parish councils. The district authorities also carry out their own cutting either by direct delivery or private contractors.

Flail Cutting – all highway verges are cut three times a year to a width of 1.1m by tractor mounted flail cutters. Visibility splays are cut at junctions and on bends to improve highway safety. Cutting starts on the higher category 1, 2 & 3 roads first usually in April/May. These include mainly the A, B and some C Class roads, followed by the remainder of the network. The grass should be cut to leave a maximum length of 75mm and each cut should be completed within five weeks of the instructed start date. There are further additional programmes of work for high profile events such as Lincolnshire Show and the Waddington Air Show.

Vegetation Cutting on Public Rights of Way – a number of public rights of way are cut twice a year by strimmers and mowers. The frequency of cutting was reduced from three as part of the Core Offer Review. Public footpaths are cut to a width of 1m and Public Bridleways 2m. The grass should be cut to leave a maximum length of 75mm

There are further packages of work for strimming and the mowing of protected roadside verges.

- 1.14 A roll out of Digi-Pens continues to all Area Maintenance Teams (AMT). This allows automatic, electronic details of the work completed by gangs to be sent to client officers which is proving to be beneficial to the management of performance.
- 1.15 We have completed our preparations for winter with the recruitment of additional drivers and a full training programme for all drivers. The gritter



fleet and other equipment has been prepared and salt stocks have been replenished.

- 1.16 Work continues on the introduction of the Primavera programming system, which will co-ordinate the programming of all highway schemes, not just Alliance work, from conception through the design phase to construction. This will allow a clearer understanding of the impact on other programmed works, which results from sudden changes to priority. Links to [www.roadworks.org](http://www.roadworks.org) will provide up to date information on the latest proposed scheme delivery dates.
- 1.17 Kier are in the process of procuring the replacement of 50 Alliance vehicles. It is expected that these vehicles will be multi-functional to allow for greater flexibility in delivery.

### Professional Services Contract

- 1.18 The Technical Services Partnership continues to be engaged in the design of our major schemes, other internal and external design of schemes, traffic modelling and other consultancy work.
- 1.19 A number of major schemes are now progressing towards the construction phase with East-West Link and Canwick Hill starting this year and Lincoln Eastern Bypass now likely to start next year.
- 1.20 The design of Phase 1 of Spalding Western Relief Road is now completed and the detail design of Grantham Southern Relief Road is progressing well.

## **2. Conclusion**

- 2.1 Highway Services, delivered by the Lincolnshire Highways Alliance, are of a high standard with an improving trend since the start of the Alliance. The performance culture developed within the Alliance is a consistent driver for improvement in very challenging times for local government services. Independent comparison confirms that the Alliance continues to deliver some of the most cost effective, high quality highway services in the sector. Improvement areas are identified with work underway to deliver further efficiency and improvement.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

n/a

#### **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Highways Alliance Performance Report Year 5 Quarter 1: April to June 2014

#### **5. Background Papers**

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

This report was written by Paul Rusted, who can be contacted on 01522 553071 or [paul.rusted@lincolnshire.gov.uk](mailto:paul.rusted@lincolnshire.gov.uk).

**Lincolnshire Highways Alliance  
Performance Report  
Year 5 Qtr 1: April to June 2014**

**August 2014**

Introduction

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

Highway Works Term Contract PI's

HIGHWAY WORKS TERM CONTRACT				PERFORMANCE DASHBOARD			Quarter 1	TREND
PI	INDICATOR	TARGET	RESULTS	SCORE	0	5	10	
1	% street lights working	98.9% or above	% working	7.80				▼
2	Response times for emergency works	99.5% or above	99.13% compliance	8				▼
3	Tasks completed within timescale	97% or above	99.20% compliance	10				=
5	Acceptable site safety assessments	98.5% or above	100% compliance	10				▲
7	Defect corrections requiring TM	98% or above	99.43% compliance	10				=
8	% waste reused/recycled	90% or above	94.33% compliance	10				=
9	Compliance with tendered Quality Statements	100% compliance	75.00% compliance	8				▲
10	Quality assessment of workmanship	100% compliance	% compliance	2				▲
11	Measure/reduce carbon over the whole fleet	100% compliance	100% compliance	10				=
12	% task orders in compliance with TMA	95% or above	98.59% compliance	10				=
4	RIDDOR incidents	0 RIDDOR incidents	0 RIDDOR incident	0				▲
6	Service strikes	0 Services Strikes	3 Service Strikes	-1.5				▲
			TOTAL	84.3				▲

**Highway Works Term Contract Performance commentary 2014/15 Q1**

PI1 - % Street Lights working: A new indicator has replaced the old indicator as it was found to be a better overall indication of how the street lighting services is working. The indicator scored 7.8 points; this is slightly reduced from last year's average.

PI2 - Response times for Emergency works: Performance remains at an exceptionally high level at 99.13% this quarter. Out of the 2063 emergency jobs over the quarter, 2045 achieved the required response rate.

PI3 - Tasks completed in time scale has continued to maintain its good performance remaining steady this quarter at 99.2%, its highest score to date. Out of the 136 jobs committed, 135 were completed within the given timescale.

PI5 - Acceptable site safety assessment – a score of 100% - 46 inspections with 46 passing the quality score.

PI7 - Defect correction requiring traffic management: Performance remains good a 0.57%, though this is marginally down on the result last quarter.

PI 8 - % waste reused/recycled: Performance remains at a good level achieving top marks.

PI10 - Quality assessment of workmanship: Flaws identified in the measurement of this indicator have been addressed, and now provides robust management information. Performance is at 75%, the best score since the start of the contract.

PI11 - Measure/reduce carbon over the whole fleet: This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys.

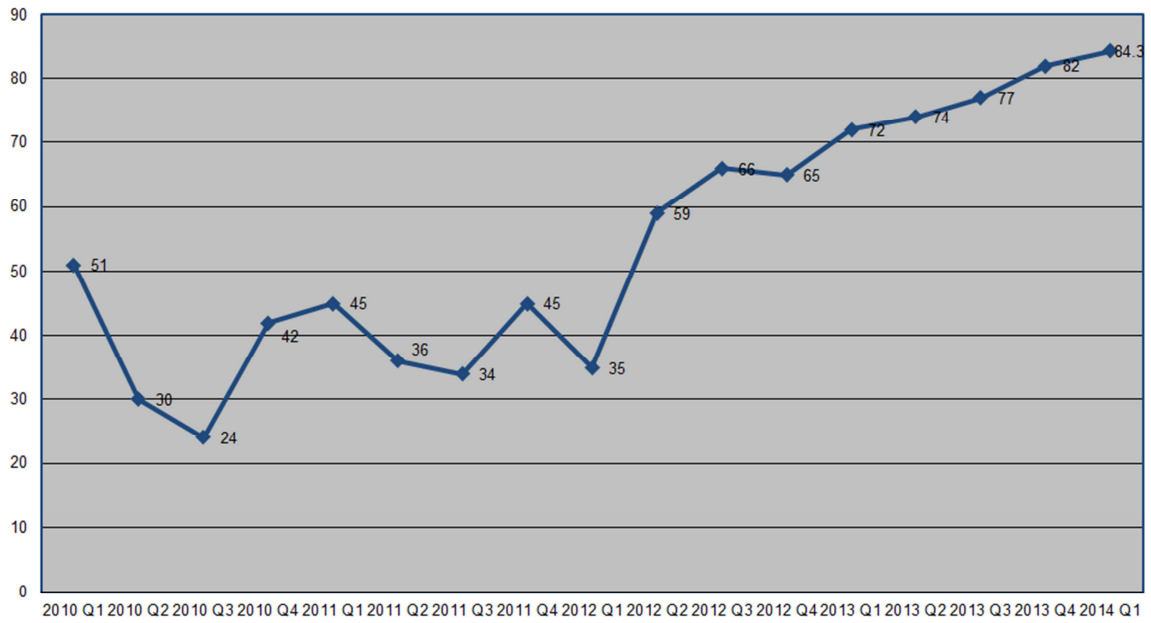
PI12 - % task orders in compliance with Traffic Management Act: Performance remains high and has improved considerably over the last few quarters. This is down to the HUB and the work that has been ongoing with noticing of jobs.

PI4 - RIDDOR Incidents: No RIDDOR incidents reported this Quarter.

PI6 - Services Strikes: Three service strikes this quarter.

### **Overall Comment**

The Highway Works Term Contract continues to improve its score, rising from 82 points to 84.3. This is the highest score that this Performance indicator has scored since we started the contract and this trend has now continued over the last year.



Highway Works Term Contract Scores over the Contract Period.

## Professional Services Contract

TSP	PRIVATE SECTOR	RESULT	PERFORMANCE SCOREBOARD							TREND
Quarter 1: April to June 2014										
PI	CATEGORY	RESULT	SCORE	0	5	10	15			
1	Client Satisfaction	9.31 (out of 10)	13.7	[Green bar from 0 to 13.7]						▼
2	Client Satisfaction	9.21 (out of 10)	14.4	[Green bar from 0 to 14.4]						▲
3	Alliance Wellbeing	83%	8.3	[Green bar from 0 to 8.3]				[Grey bar from 8.3 to 10]		
4	Predictability of Design Costs	13.9% (>10% over)	10.4	[Green bar from 0 to 10.4]						▼
5	Predictability of Works Costs	22.2% (>10% over)	11.2	[Green bar from 0 to 11.2]						▲
6	Predictability of Time for Design	20.2% (>10% late)	10.7	[Green bar from 0 to 10.7]						▲
7	Predictability of Time for Construction	11.5% (>10% late)	11.4	[Green bar from 0 to 11.4]						▼
				0					100	
			80.1	[Green bar from 0 to 80.1]						▼

### PSP Performance commentary 2014/15 Q1

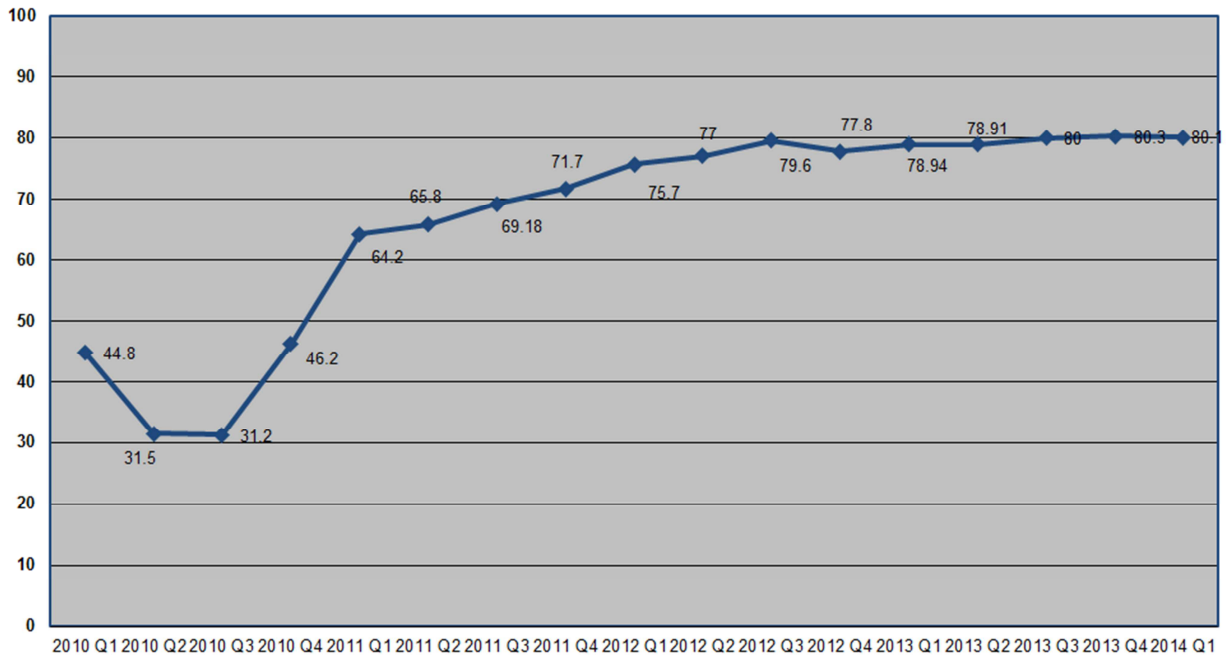
PI 1 & PI 2 – Results remain good but worth noting that response rate is significantly down on previous quarters and is at around 60%

PI 3 – Local delivery was affected by significant peak in resources needed for LEB.

PI 4 & 6 – Design delivery to time and cost – results appear to be on a plateau with some potential for improvement. Remains significantly better than at contract start but is also on the action plan as key performance issue.

### Overall Commentary

Results are based on TSP / Mouchel performance combined.



Professional Services Contract Scores over the Contract Period.





PI 7 – 131/131 schemes that have been completed have no remedial works. 100%

PI 8 – 418/426 Standard faults & Emergency faults all faults resolved first time. 98.12%. 8 repeat faults during Q1

PI9 - 100% for Q1 .14 schemes have required this PI during Q1.

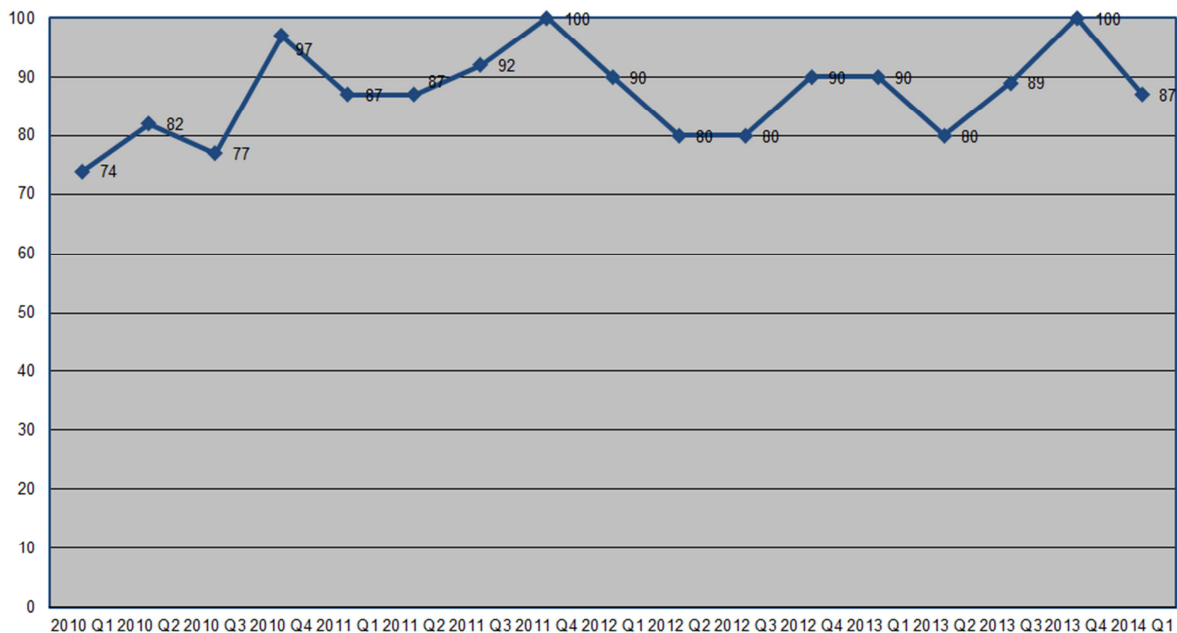
PI 10 – There are 308 Sites PA to be carried out. Quarterly Average is 25% of the total, equating to 77 sites per Quarter. 60 inspections have been carried out by the end of Quarter 1. 77.92%, less than 85% = 0 Points

PI11 - Benchmarking results have now been established and agreed at 123.77 Tonnes CO2. Target is to reduce by 5%, equalling 117.5815 by the end of Q4. Our emissions are at 98.77 Tonnes CO2.

PI12 – 96.97% Recycled materials from Imtech Depot by the end of the 4<sup>th</sup> Quarter. This has increased during the 4<sup>th</sup> quarter by 5.43%. No waste during year 4 has gone to landfill.

PI2 – Zero reportable incidents during Q1.

PI3. 2 Inspections have been carried out during Q1, both scored 5, one in April and the other in June.



Traffic Signals Term Contract Scores over the Contract Period.

## Client Performance

Client Performance			PERFORMANCE DASHBOARD												Quarter 1	TREND															
PI	INDICATOR	TARGET	RESULT	SCORE	0			5			10			15			20														
1	Pain/Gain result by area	0% or greater	2.50%	7	█					█					█					▼											
2	Date Forward programme issued	1 point award per Area issued on time	All 10 areas have issued	10	█										█					█					=						
3	% variation from current programme spend profile	5 points per Division that issued its budgets profile on time	All 4 Divisions have issued	20	█																				=						
4	% of JV's giving all info 8 weeks prior to start	100%	96.72%	16	█																█				█				▼		
5	Value of compensation events versus targets	2% Variation	6.07% Variation	15	█															█					█					▼	
6	% of CE's committed within 2 weeks	98%	87.65%	10	█										█										█					▲	
				TOTAL	78	█															█					█					▼

### Client Performance commentary 2014/15 Q1

PI1 - Pain/Gain result by area: Insufficient data at this early stage of the year for a clear picture. Assessment of historic data against results so far leads to the estimate of 2.5%.

PI2 - Date Forward programme issued: All programmes were received in the format agreed within the given timescale.

PI3 - % variation from current programme spend profile: A new method to ensure budget data is reported, allowing resources and programmes to be understood has been developed.

PI4 - % of Jobs with Value giving all info 8 weeks prior to start: Performance remains good but there has been a slight drop in 'right first time' client task orders this quarter, with the number rejected increasing from 1.44% to 3.28%. In real terms this means that 178 jobs were rejected out of 5428 total jobs.

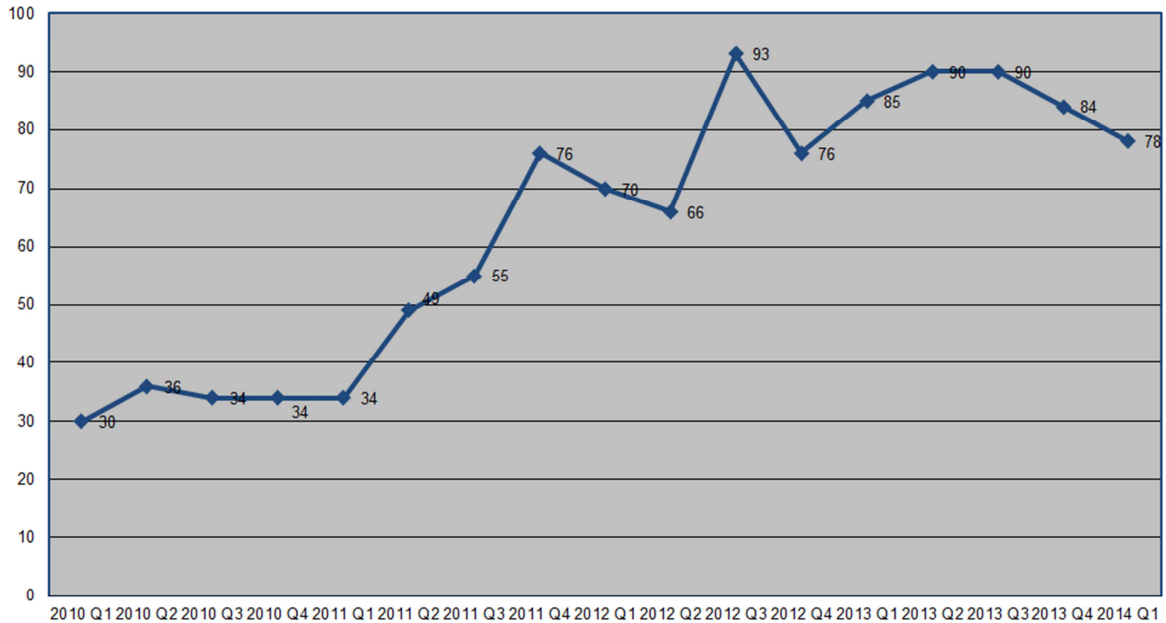
PI5 - Value of compensation events versus targets: So far there has been £414,167.11 of variations submitted against a total of £6,818,021.85 committed which gives a total of 6.07% variation. There seems to be a higher amount of variations put through this year. This shows Kiers commitment to close out Year 5 jobs quickly. This is a slight increase whilst within an acceptable limit, will be reviewed next quarter.

PI6 - % of Compensation Events committed within 2 weeks: Committing of Compensation Events (CEs) has recovered a little this month from 87% to 87.65%. This equates to 142 jobs out of 162 jobs being committed on time.

**Overall Commentary**

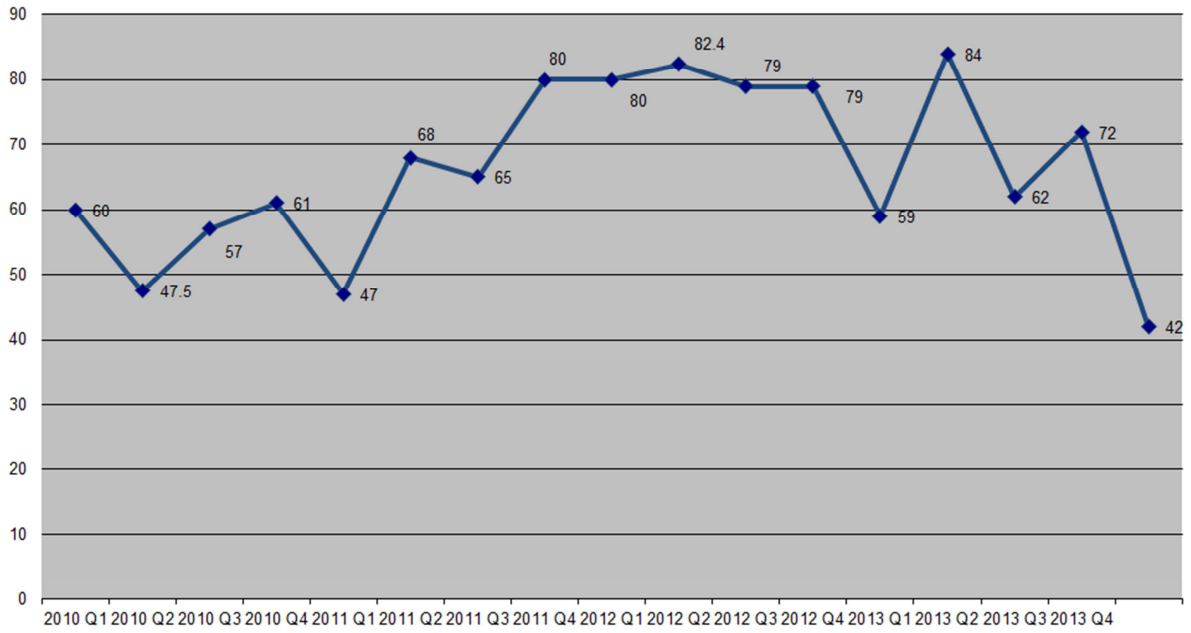
The Client Indicator has dipped by another 6 points this Quarter, from 84 points to 78 points.

Actions to further improve performance are given in Appendix 4.



Client Performance Scores over the Contract Period.





Highway Alliance scores over the Contract period.

## **Conclusion**

Quarter 1 of Year 5 has thrown up some very testing results and shows that we have no room for complacency in the Alliance. Overall performance remains at a good level and demonstrates significant service improvement over the duration of the contract. It is notable, however, that this quarter performance only increased for the Highway Works Term Contract dashboard. The main Alliance KPI is the main area for concern and should be the focus of the Alliance partners moving forward.

The Highway Works Term Contract has continued to improve and has increased its score to a new high, increasing from the previous Quarter by 2.3 points to 84.3 points.

The Professional services contract has seen a marginal decrease of 0.2 points. Focus remains on delivery to time and cost.

The Traffic Services Contract is down but remains at a high level.

The Client Indicator has dipped but remains at a high level.

The reduction in overall Alliance Indicators is a concern, and reflects the subjective nature of the indicators such as press articles, relationship scoring, and an annual public satisfaction score.

Darrell Redford  
August 2014

Appendix 1 – Highways Works PI Improvement Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 1	Street Lighting	Continue to monitor KPI to see if the fall is a blip – this is down to maintenance figures not hitting the target. Maintenance can catch up over the year.	Target Cost and Performance Manager and Kier Officer.	October 2014 Q2 – Year 5	
KPI 9	Compliance with tendered Quality Statements	Regular meetings and updates to keep on track.	Target Cost and Performance Manager and Kier Officer.	October 2014 Q2 – Year 5	
KPI 10	Quality assessment of workmanship	There is still a concern about the number of test being carried out by Lincs Lab. Investigation is being carried out to looking into the data. Contractor is to monitor material suppliers, subcontractors and operational staff – tool box talks and training session to be used to improve performance. A new method of reviewing the test result has been proposed which takes into account the state of the carriageway and what is being asked of the contractor	Target Cost and Performance Manager and Kier Officer.	October 2014 Q2 – Year 5	

## Appendix 2 – Professional Services Performance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On track
PSP 3	Quality Promises	Produce Commission Sustainability Plan	CF	Dec 2014	Yellow
PSP 4, 5, 6 & 7	Delivery to time and cost	Revised lead design engineer reports introduced. Charles Ferrar / John Monk to Monitor level of reds.	CF	October 2013	Green
PSP 4, 5, 6 & 7	Delivery to time and cost	Support introduction of improved IT functionality for programming	CF / Kier	August 2014	Yellow

Note: Targeted actions cover all indicators where there has been a decline in performance supplemented by any where specific timed actions for improvement are in place. Service improvement actions that are now 'business as usual' are not included.



Appendix 3 – Client Performance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On Track
CPI 4	No Rejected Orders	Orders reviewed and reported on Divisional basis. Patterns reviewed for training requirements. Dashboards reported and reviewed at NDM's meeting – rejected orders to decrease	Network and Development Managers	October 2014 Q2 Year 5	
CPI 5	Value of CE's	Values for each Officer reported by Division to each Network and Development Officer. Patterns reviewed for training requirements	Network and Development Managers	October 2014 Q2 Year 5	

Appendix 4 – Alliance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 1	Net Positive Press Coverage Monthly	Check taking place to see if consistent scoring is undertaken for all media stories.	Target Cost and Performance manager	October 2014 Q2 Year 5	
KPI 4	Relationship Management	Further work taking place to investigate issue which are effecting scoring.	Contracts Manager/Target Cost and Performance Manager	October 2014 Q2 Year 5	



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### Open Report on behalf of Paul Rusted - Infrastructure Commissioner

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>27 October 2014</b>
Subject:	<b>Spalding Transport Strategy</b>

#### Summary:

This item invites the Highways and Transport Scrutiny Committee to consider the Spalding Transport Strategy 2014 - 2036 report, which is due to be considered by the Executive Councillor for Highways, Transport and IT. The views of the Scrutiny Committee will be reported to the Executive Councillor, as part of the consideration of this item.

#### Actions Required:

1. To consider the attached 'Spalding Transport Strategy 2014 - 2036' and to determine whether the Committee supports the recommendation that the Executive Councillor endorses the strategy.
2. To agree any additional comments to be passed to the Executive Councillor in relation to this item.

## 1. Background

### 1.1 Spalding Transport Strategy (STS) Documents

The main document forming the STS is the report titled 'Spalding Transport Strategy 2014 - 2036' located at Appendix A of this report. This is, in effect, the glossy summary document that sets out to describe the work done, the factors pertinent to Spalding and the process by which the options have been reviewed, selected and can be taken forward in future.

In addition to the main report, working papers were produced during the development of the strategy. These working papers were prepared at various stages to report on the findings at that point. They provide in-depth detail regarding the evidence gathering, options identification, options sifting, assessment of options and the consultation findings. These working papers are published online and can be viewed or downloaded at <http://www.lincolnshire.gov.uk/residents/transport-travel-and-roads/highway-improvement/transport-strategies/spalding-transport-strategy/118463.article>.

## **1.2 The process**

In March 2014 a report was presented to this Committee which provided an update on the Spalding Western Relief Road, along with the development of the Spalding Transport Strategy (STS) and Local Plan. Since March the STS has been through public consultation to develop the final transport strategy. Following this scrutiny process, we will be seeking endorsement of the STS from the Executive Member for Highways, Transport and IT.

The development of the STS has followed a six stage approach, which is outlined in detail in the strategy report. Briefly the stages were:

- Stage 1 – Inception;
- Stage 2 – Evidence gathering and analysis;
- Stage 3 – Option identification;
- Stage 4 – Initial option sifting;
- Stage 5 – Assessment of shortlisted options;
- Stage 6 – Final strategy, including consultation.

## **1.3 STS Consultation**

In June 2014 consultation events were held to seek the views of local businesses, organisations and the public about the emerging transport strategy. At this point a draft strategy report was prepared and formed the basis of the consultation.

A stakeholder workshop was held on 12<sup>th</sup> June, which invited local businesses, transport operators and community organisations to provide their views. This was followed by public exhibitions held on 12<sup>th</sup> to 14<sup>th</sup> June in the centre of Spalding. In addition, further meetings and discussions were held with Elected Members, the Chamber of Trade and additional publicity through a Network Rail public consultation.

Full details of the consultation response, and the way this response was handled in the development of the STS, is contained in 'Working Paper 6: Consultation Response Note'.

## **1.4 STS Contents**

The final STS report put forward for scrutiny and endorsement is included as Appendix A. Having regard to the background work and the results of the stakeholder and public consultation, the strategy sets out a series of short, medium and long-term options for improving travel options and infrastructure in the area.

In the short term (up to three years), options tend to be low-cost items that are easily deliverable. Examples include minor bus and cycle signing and infrastructure improvements alongside further detailed investigation of safety problems, mobility issues and travel planning.

For the medium-term (three to ten years) options tend to consist of larger scale improvements or issues requiring more complex buy-in from multiple organisations.

Typically this includes junction improvements, increasing traffic capacity and improving non-motorised access across the railway line.

In the long-term (ten years plus) the strategy identifies major infrastructure, including the Spalding Western Relief Road, and issues linked to economic growth which would require development, planning and transport issues to come together.

The full list of measures is provided in chapter five of the strategy report.

### **1.5 STS Delivery**

Although, in the past, some transport strategies have been linked to an identified delivery fund, this is not the case with the current round of transport strategies. The STS identifies possible routes to delivery and funding. It is notable the majority of options will require the support of, and in many cases funding from, other public and private bodies.

In the short term, it is anticipated that a bid for funding will be made to the Integrated Transport Block for 2015/16, 2016/17 and subsequent years. However, such bids are likely to be sufficient only as support funding.

Having a strategy in place will be an important factor if/when opportunities for central government or local devolved funding through the Local Enterprise Partnership becomes available.

Whilst funding is limited, opportunities arise to make changes combined with other issues in the area:

- Discussions are currently ongoing with East Midlands Trains about the possibility of opening up access to Spalding Station from the Park Road area.
- In 2016/17 some of the town centre traffic signal installations are due for renewal. We are currently planning the best way to identify if these renewals present the opportunity for improving traffic flow, pedestrian and cycle access or, indeed, whether the signals can be removed altogether.
- The Council is currently seeking expert opinion about the business case, put forward by the Spalding and Peterborough Transport Forum, for re-opening Littleworth Station in Deeping St Nicholas.

### **1.6 Monitoring**

It is vital that the outcomes of the strategy are monitored, to prove effectiveness and to enable a change of approach where necessary to deal with changing circumstances and priorities. The STS proposes ongoing monitoring against clear outcomes, with an in-depth review at five yearly intervals.

The outcomes and indicators (success criteria) are outlined in detail in chapter six of the strategy report. In general, they cover the reduction of traffic, increased use of walking, cycling and public transport, improvements in road safety and reduced carbon emissions from transport.

## 2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the endorsement of the Spalding Transport Strategy 2014 - 2036 by the Executive Councillor for Highways, Transport and IT. The Committee's views will be reported to the Executive Councillor.

## 3. Consultation

### a) Policy Proofing Actions Required

N/A

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Spalding Transport Strategy 2014 - 2036

## 5. 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
Working Paper 2 - Evidence Gathering and Analysis	<a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a> . Search for 'Spalding Transport Strategy'
Working Paper 3 - Option Identification	<a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a> . Search for 'Spalding Transport Strategy'
Working Paper 4 - Option Sifting and Short-listing	<a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a> . Search for 'Spalding Transport Strategy'
Working Paper 5 - Assessment of Short-listed Options	<a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a> . Search for 'Spalding Transport Strategy'
Working Paper 6 - Consultation Response Note	<a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a> . Search for 'Spalding Transport Strategy'

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# Spalding Transport Strategy 2014 - 2036



September 2014

Lincolnshire  
COUNTY COUNCIL  
HIGHWAYS ALLIANCE

S O U T H  
H O L L A N D  
DISTRICT COUNCIL

## Document Control Sheet

Project Title            Spalding Transport Strategy  
Report Title            Final Strategy Document  
Revision                3.0  
Status                  Final  
Control Date            25/09/2014

### Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
0.3	Draft	JC	16/5/14	AC	16/5/14	GB	16/5/14
0.8	Draft	JC	06/6/14	AC	06/6/14	AC	06/6/14
2.0	Final	JC	6/8/14	AC	6/8/14	GB	13/6/14
3.0	Final	JC	24/9/14	AC	25/9/14	AC	25/9/14

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## 1 Introduction

*Lincolnshire County Council and South Holland District Council worked together to develop a transport strategy for Spalding and the surrounding area.*

### 1.1 Spalding Transport Strategy

The Spalding Transport Strategy (Strategy) has been developed jointly by Lincolnshire County Council's Highways Alliance and South Holland District Council.

The Strategy provides an approach to the improvement and provision of transport and access for the town and surrounding area. The Strategy addresses existing issues and supports proposals for significant growth in the town in the short, medium and long term. The Strategy covers provision of improved and sustainable transport policy, services and infrastructure. It is designed to support economic development aiding the long term prosperity of Spalding and the surrounding area.

From the outset the Strategy has been developed with the close co-operation of Lincolnshire County Council (LCC) and South Holland District Council (SHDC) as well as key stakeholders and through wider public engagement. Adopting this approach at an early stage should ensure the Strategy complements and supports other local and national policy including:

- the emerging South East Lincolnshire Local Plan which will outline growth in the area

over the next 22 years, including sites for development and guidance on the sort of development that will be permitted;

- Lincolnshire Local Transport Plan 4;
- The Lincolnshire Rail Strategy;
- The National Planning Policy Framework; and
- Transport White Paper: Growth, Cutting Carbon – Making Sustainable Local Transport Happen.

This document proposes interventions which can be delivered over a range of time frames as the town expands, and provides a sustainable framework for transport infrastructure investment in Spalding for the next 20 years or so. The Strategy aims to emphasise potential partnerships to delivery and how the planning process can be used to enable economic development and deliver supporting transport interventions, whilst maintaining Spalding as a high-quality place in which to live and work.

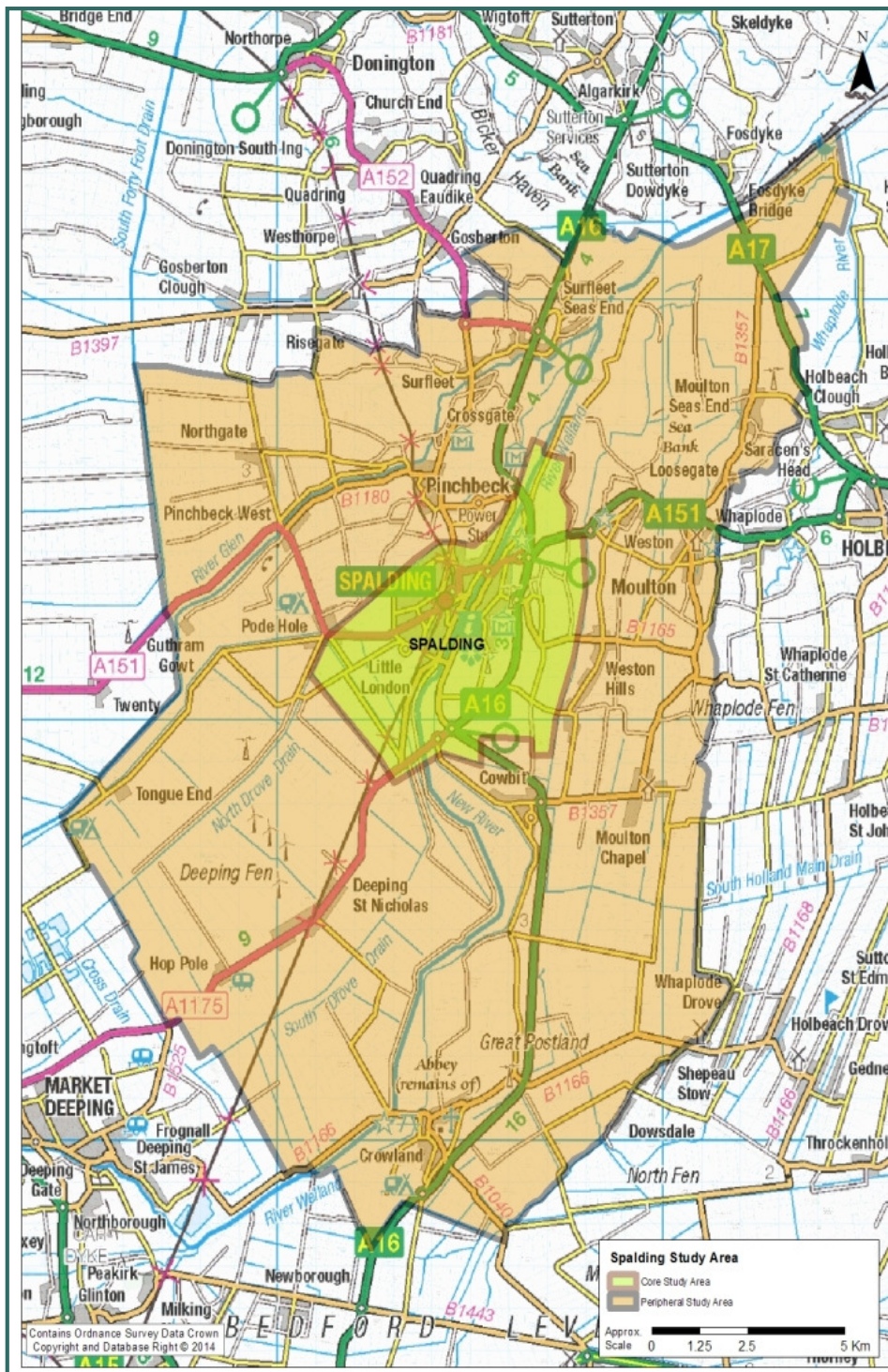
### 1.2 The Study Area

The Strategy's study area is presented in the figure below.

# SPALDING TRANSPORT STRATEGY



Strategy Study Area





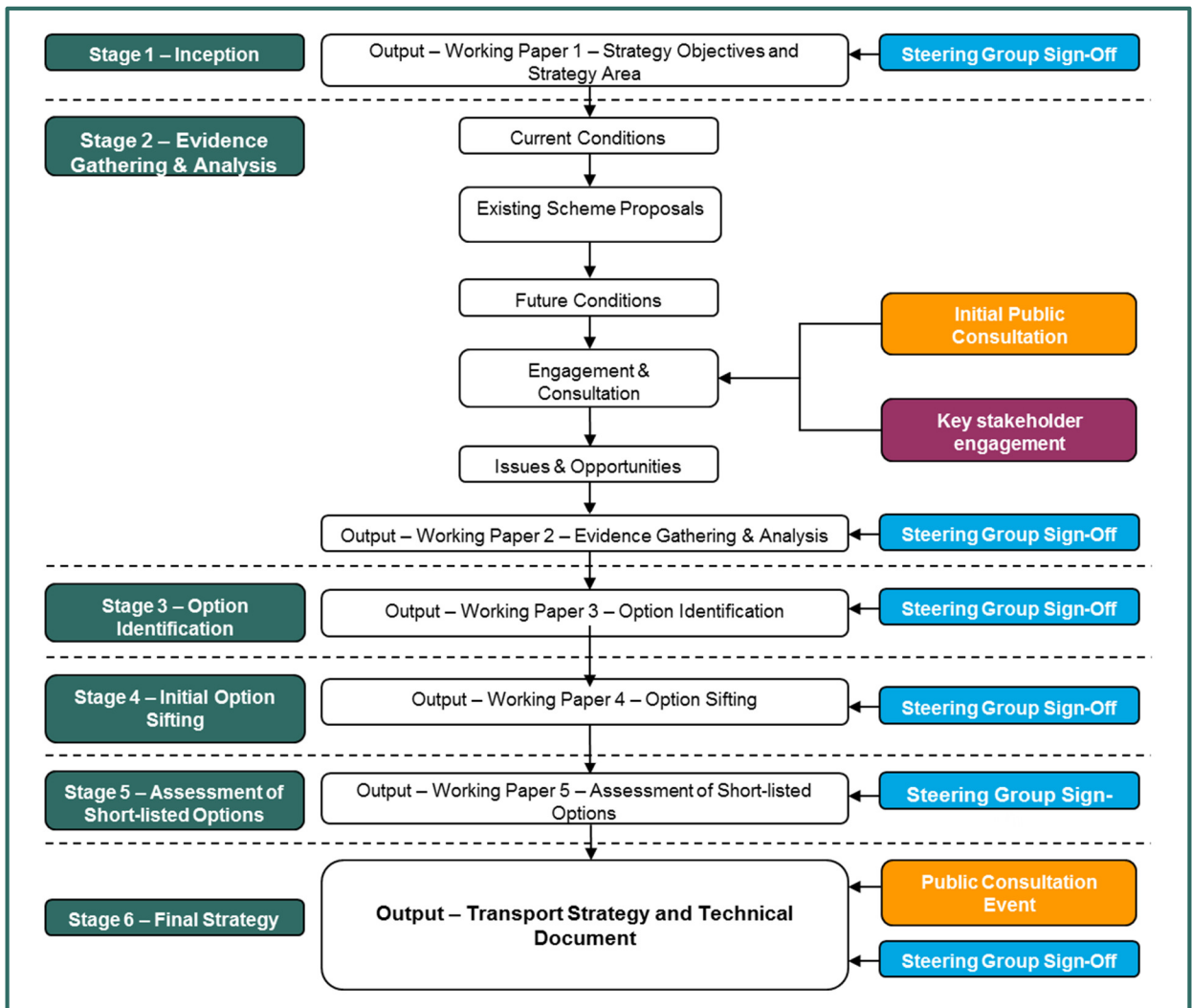
## 2 Strategy Process

### 2.1 Developing the Strategy

A 6-stage process was used to develop the Strategy. The diagram sets out this approach, highlighting the outputs from each stage of work and the key input

from the Steering Group, key stakeholders and public consultation.

*The Spalding Transport Strategy*



# SPALDING TRANSPORT STRATEGY



## 2.2 Steering Group and Key Stakeholders

The Steering Group consists of representatives from different departments within LCC and SHDC.. They bring together local knowledge with transport and wider planning expertise. The group provided input at all phases of the strategy development, commenting and signing off each stage following completion of the outputs.

Key stakeholders were consulted at workshops organised at an early phase of the project. These were attended by a range of interested organisations and consisted of a briefing session with a chance for people to share their initial thoughts on transport issues affecting the town.

Background to the study was provided by officers from LCC and SHDC who indicated how the strategy will complement both the future South East Lincolnshire Local Plan and the proposed Spalding Western Relief Road.

A further briefing and workshop occurred in June 2014 following the release of the draft strategy to the public, where the views of stakeholders were once again sought.

## 2.3 Public Consultation

Public engagement was sought at two stages of this process. The first took place at Stage 2 of the Strategy development and involved engagement using press, websites, divisional newsletter and the district newsletter. This was designed to inform the public that a strategy was in development and asked all interested parties to share their thoughts and views on transport problems. The initial engagement concluded on 31 December 2013.

The second public consultation took place in June and July 2014 towards the end of the study. The public were given an opportunity to attend an exhibition, read the draft strategy and comment. Thoughts from the key stakeholders and public consultation were discussed by the Steering Group and the draft strategy refined.

## 2.4 Working Papers

In order to develop this Strategy a number of study processes were undertaken and a series of working papers were produced. These working papers provided the basis for the draft strategy, including data gathering, consultation, identification of problems and issues, option development and option assessment.



## 3 Background

*Like many communities in Lincolnshire, Spalding has the potential for significant growth over the coming years. Even before this growth we recognise there are areas of the town which suffer traffic congestion along with poor travel options for non-car based travel.*

The Strategy aims to address existing transport issues and supports the emerging proposals for significant housing growth in the town.

Existing sources of data and information have been reviewed, alongside views of stakeholders and the public, and national and local policy, to provide a broad understanding of the issues and opportunities affecting transport in and around Spalding. This work was undertaken and is covered in more depth in Working Paper 2.

### 3.1 Spalding

#### *Accommodating growth and sustainable development*

Both national and local government land use and transport policy are focussed on supporting growth and sustainable development, including providing the infrastructure required to support these goals.

As with many areas of Lincolnshire and further afield, Spalding will be the focus for significant growth over the coming two decades and this will generate additional pressures and demands on the local transport network. The Local Plan preferred option consultation documents identify several locations for growth in the period through to 2036, including employment and housing sites. Sites with permission

include Holland Park with 2,250 dwellings and 800 new dwellings at Wygate Park to the west of the town. The emerging Local Plan suggests up to 13,950 new homes across South Holland District could be built between now and 2036 with population forecasts predicting an increase of 31% between 2013 and 2035. This was based on Office for National Statistics data, for which recent updates have forecast lower growth of 19%. The Transport Strategy will support the Local Plan proposals and sets out the extent of new transport infrastructure and services required to support them.

#### *Society and Economy*

South Holland District has fared better than Lincolnshire as a whole during the recent economic downturn, with the fall in the number of businesses lower than the rate for the county in total. Spalding has a greater percentage of residents working in the agriculture and manufacturing sectors than the national average, which is likely to present its own set of transport challenges. For example, these sectors are more likely to generate commuting journeys outside the traditional peak hours and are also likely to require more goods vehicle journeys than sectors such as finance and public administration.



# SPALDING TRANSPORT STRATEGY



The Greater Lincolnshire Local Enterprise Partnership published the Agri-food sector plan in March 2014. The sector is very important to Spalding's economy and the county's Gross Value Added (GVA) figure. The plan emphasises developing the economic case for investment in strategic transport links in the Spalding area - both road and rail - to support and grow the industry.

## *Health and Well-being*

The Lincolnshire Health and Wellbeing Board acts as a forum for leaders from the health and care system to work together to improve the health and wellbeing of the people of Lincolnshire and to promote the integration of services. The Board is responsible for producing a Joint Health and Wellbeing Strategy for Lincolnshire based on the priorities identified in the Joint Strategic Needs Assessment. The Joint Health and Wellbeing Strategy sets out the commissioning direction and priorities for the next five years and is endorsed by LCC, District Councils including SHDC, Clinical Commissioning Groups (CCG) including Lincolnshire South CCG, Healthwatch Lincolnshire and the NHS England Lincolnshire and Leicestershire Local Area Team.

Of the five Joint Health and Wellbeing Strategy themes, active travel is relevant to several - promoting healthy lifestyles, improving the health and wellbeing of older people and improving health and social outcomes for children. Transport is not mentioned specifically but could fit within the hierarchy of outcomes, priorities and actions in each of these areas related to tackling obesity and improving people's sense of mental wellbeing, for example.

Opportunities, therefore, exist to engage with public health practitioners as a source of expertise in delivering healthy lifestyle campaigns and for the Lincolnshire Health and Wellbeing Board to influence partners' commissioning decisions to help fulfil the aims of this Strategy and ensure alignment with the Joint Health and Wellbeing Strategy.

## **3.2 Transport in Spalding** *Strategic roads*

Spalding is relatively remote from the trunk road network, although this situation was improved by the investment to construct the new A16 (A1073 as it was) between Spalding and Peterborough, completed in 2009. The A47 to the south at Peterborough and the A1 to the west are approximately 15 miles and 22 miles away respectively, and are the closest roads which make up part of the Highways Agency's Strategic Road Network. Both the A1 and A47 are accessed via the A16 to the south of the town with the A1 and routes to the north accessed via the A151 or A17. The most important (non-trunk) roads serving Spalding are the A16 and A151 which run north-south and east-west respectively.



*A16 / B1180 roundabout*

Route Action Plans (RAPs) are currently being prepared by the County Council for the major strategic routes in

# SPALDING TRANSPORT STRATEGY



Lincolnshire (A15 / A16 / A17). These studies will identify existing constraints to the network, suggest and prioritise interventions and provide a framework for future funding bids. The Transport Strategy will support any proposals contained in the A16 study which fall within the study area boundaries.

## *Rail*

Spalding Railway Station is located to the west of the town centre. It is served by trains from Peterborough on weekdays and Saturday, and trains also run to Sleaford and Lincoln with some services extended to Nottingham and Doncaster. The East Midlands passenger franchise will be tendered in 2016/17.

The station has a 45-space car park for which there are charges in place for users. There are eight cycle stands at the station, with some located in the car park area and others provided on the platform.

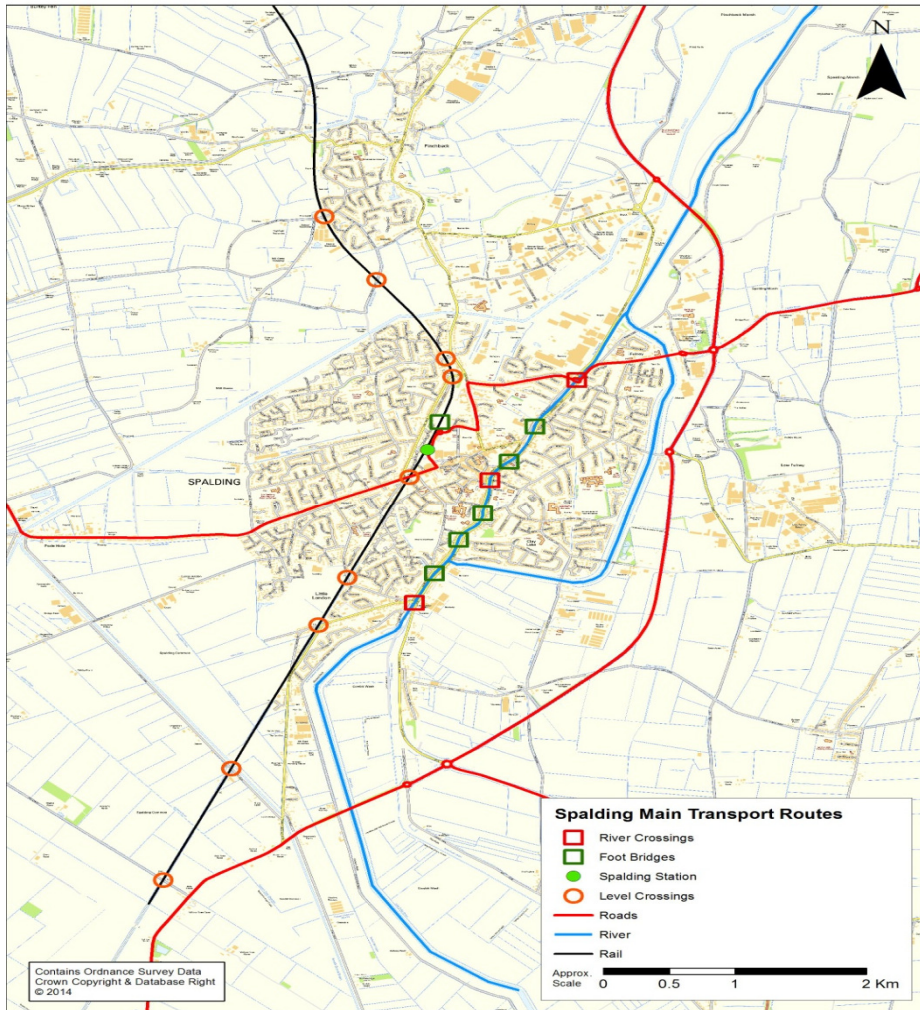


## *Spalding Railway Station*

There are, however, a number of issues with the existing services which limit the potential for further growth. The line northwards to Sleaford and Lincoln only operates for 9 hours per day which means passenger services are concentrated in inter-peak periods and are not useful for commuters working full-time hours. In addition there are no services at all on Sundays, an issue afflicting large parts of the Lincolnshire network. Since 2007/08 Spalding Station has seen a slight decrease in passenger numbers. This is against a backdrop of rises in Lincolnshire and nationally of 12% and 19% respectively. The existing station is felt to be slightly detached from the town centre and quite run down in comparison with other stations in the county.

The main roads and railway lines as well as level crossings and river crossings are shown in the map below.

# SPALDING TRANSPORT STRATEGY



*Spalding Transport Map*

## **Severance**

Accessibility to the town centre is somewhat constrained by the presence of the railway line which bisects the town in the west and the River Welland which runs from the north-east to the south-west. These features can present barriers to movement and a feeling of severance particularly for walkers and cyclists.

For motorists, congestion in Spalding often occurs at level crossings when barriers are down and junctions at river crossings including Twin Bridges and High Bridge. Severance is seen as a particular issue for people living in the

west of Spalding as most of the facilities (town centre, secondary schools, and hospital) in Spalding are to the east of the railway line, an issue which could be exacerbated by the increased residential development in the west.

Some steps have already been taken to reduce this severance, although further work is required in order to realise the full potential of these measures. For example, the footbridge over the railway line linking Kings Road and Park Road is well located but does not necessarily present an attractive or

# SPALDING TRANSPORT STRATEGY



viable option for all pedestrians and cyclists.

The bridge itself is accessed via open ground near Kings Road, and the backs of houses and garages on Park Road. The route has limited lighting which raises safety and security concerns, particularly outside of daylight hours.

The addition of a wheeling ramp makes it possible for cyclists to cross the bridge without having to lift and carry their bicycles up and down the steps, although a full length ramp would improve access for those with pushchairs or reduced mobility.



*Wheeling ramp on the footbridge*

## **The Town Centre**

A previous survey revealed that between 2006 and 2010 there was an increase in traffic entering the town centre in the morning peak-hour. There is currently sufficient car parking space to meet this demand, although this could become an issue if traffic continues to grow at this level. Within the town centre itself a number of issues have been raised in relation to severance and how the existing bus and railway stations have an 'out of town' feel being located some distance

from the compact core. Accessing both might prove an unattractive proposition for pedestrians and cyclists particularly those with mobility impairments. Current pedestrian routes are indirect and involve crossing main roads.

## **Cycling**

Investment has been made in local cycle routes in recent years through improved signing and the provision of both on-road and off-road paths. This includes an off-road path in the centre of Spalding along the River Welland between Church Street and the A151, and the on-road Cycle Route 12, which runs south from Spalding Rail Station. This provides a solid base from which the network can be developed further fully linking the various amenities in and around Spalding.

A cycling strategy proposing improvements and routes has been put forward by Pinchbeck Parish Council and a countywide cycling strategy is currently in development. The strategy will prioritise funding for areas so in order to receive funding, plans for South Holland will need to be sufficiently developed and present a viable case.

## **Level Crossings**

A major concern of both stakeholders and the public in Spalding are the presence of level crossings in the town and the impact this has in terms of both delays to motorists and severance of the town. This is a particularly pressing issue for east – west movements which must cross the railway at a level crossing but also in many cases cross the River Welland.

# SPALDING TRANSPORT STRATEGY



*Winsover Road Level Crossing*

The issue at level crossings is likely to worsen as a result of Network Rail's ongoing upgrade of the GN/GE Joint Line (Joint Line). This will see railway capacity improvements and increased freight movements allowing paths for up to 3 trains per hour in each direction. Further capacity could be created in the longer term. If the line was to reach capacity this would lead to a significant increase in the amount of time the level crossing barriers are down during every hour.

## **Bus**

A bus station is located to the north of the town centre served by local and inter-urban routes. The town is served by the 'Into Town' network which provides a half-hourly 'figure 8' route around the town on weekdays and Saturdays. A number of other routes also serve outlying villages, although these supported services have had to be reduced in recent years as the result of funding cuts. There is a fairly comprehensive network of inter-urban services to locations such as Boston, Peterborough and King's Lynn.

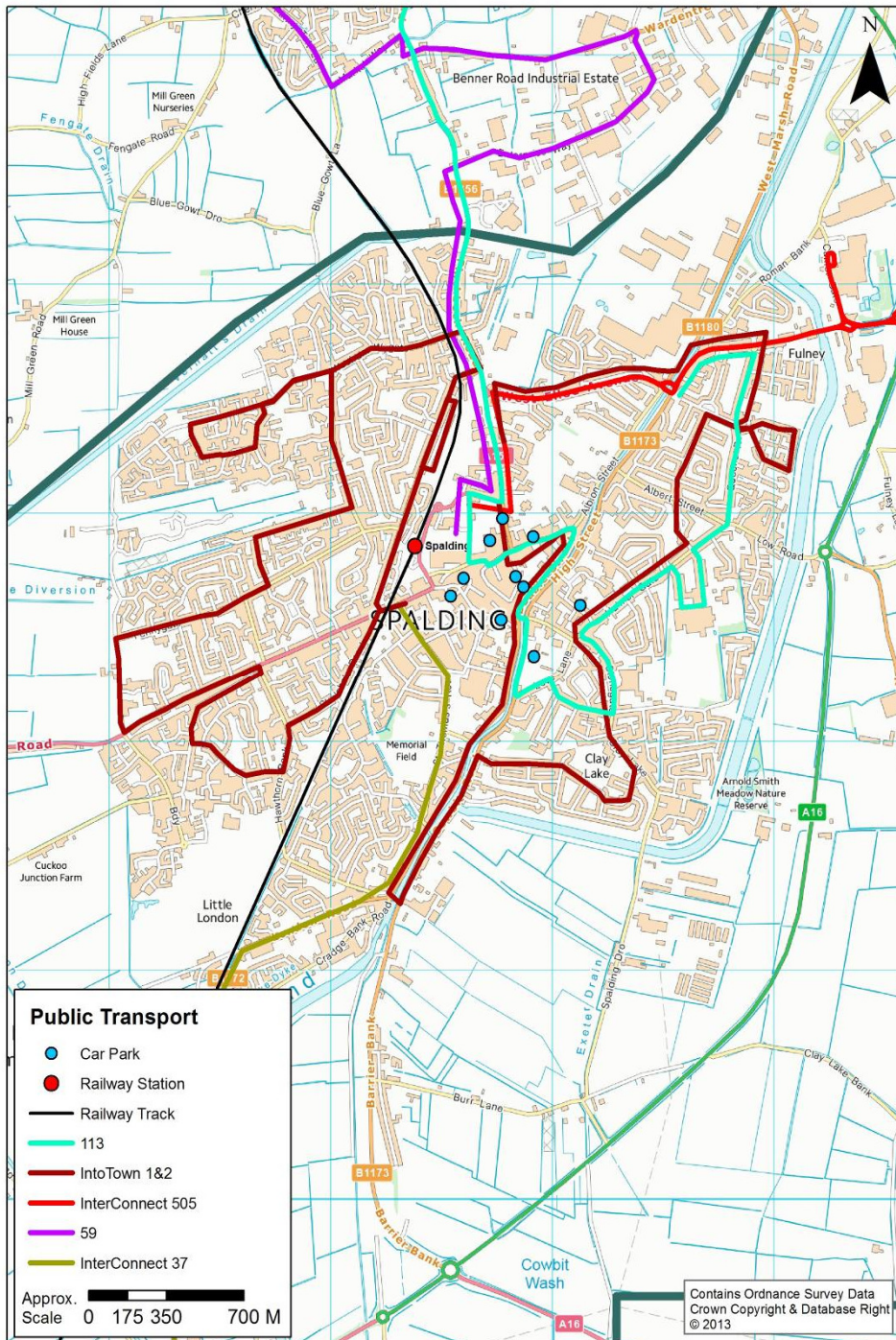
Recent patronage figures show increases in the use of Into Town Services as well as improvements in reliability.

A map of services is shown overleaf.

# SPALDING TRANSPORT STRATEGY



## Bus Routes in Spalding



### Water Taxi

The Water Taxi runs between the town centre and Springfields Outlet Shopping Centre and Festival Gardens, via the River Welland and Coronation Channel, in the summer months. The thirty minute journey is

perceived to be aimed at the tourist market, particularly since the embarkation points are 1.5 miles apart by road. It is therefore unlikely to impact significantly on the day-to-day travel habits of Spalding's residents, but instead serves a purpose as a

# SPALDING TRANSPORT STRATEGY



tourist attraction, whilst also encouraging visitors to see different parts of the town.



*Springfield Shopping Water Taxi*

## **Road Safety**

Based on police accident statistics Spalding has a higher rate of slight and serious accidents than the rate for Great Britain as a whole. Accidents are clustered around the town centre, for example on Swan Street, despite lower speed limits in town. Winsover Road also has a high accident rate. On-street parking reduces visibility at junctions and along streets, which may be a factor in these figures. Across Spalding in 2012, over 57% of accidents involved pedestrians, cyclists or motorcyclists.

## **Future Traffic Conditions**

Traffic modelling conducted as part of this study suggests that the opening of the Spalding Western Relief Road (SWRR) would provide access to new developments to the west and north of Spalding and the extra highway capacity which is needed to accommodate traffic growth associated with these developments. The inclusion of the SWRR is also forecast to cause re-routing of some car journeys which currently pass through the town centre, particularly on the A151. However this is unlikely to lead to a significant net decrease in traffic

flow and associated congestion on roads in the town due to the increased level of trips including those to and from new developments.

A number of junctions were also identified in the modelling as either at or approaching capacity when development traffic is added including:

- A16 / B1180 roundabout;
- A16 / A151 roundabout;
- Park Road / Winsover Road;
- Park Road / Pinchbeck Road;
- Winsover Road / St Thomas's Road;
- Twin Bridges junction; and
- High Bridge Junction.

## **Spalding Western Relief Road (SWRR)**

Proposals for the SWRR link the B1172 (Spalding Common), in the south-west of the town, to the B1356 (Spalding Road) in the north. The scheme is an integral part of both the 4<sup>th</sup> Lincolnshire Local Transport Plan and the emerging South East Lincolnshire Local Plan. The scheme has been identified as one of four major schemes within Lincolnshire in the short to medium term. The scheme is important locally because it will play a major role in opening up development sites including Holland Park and other sites in this locale; it also provides an alternative route to the congested A151 route which passes through the centre of Spalding.

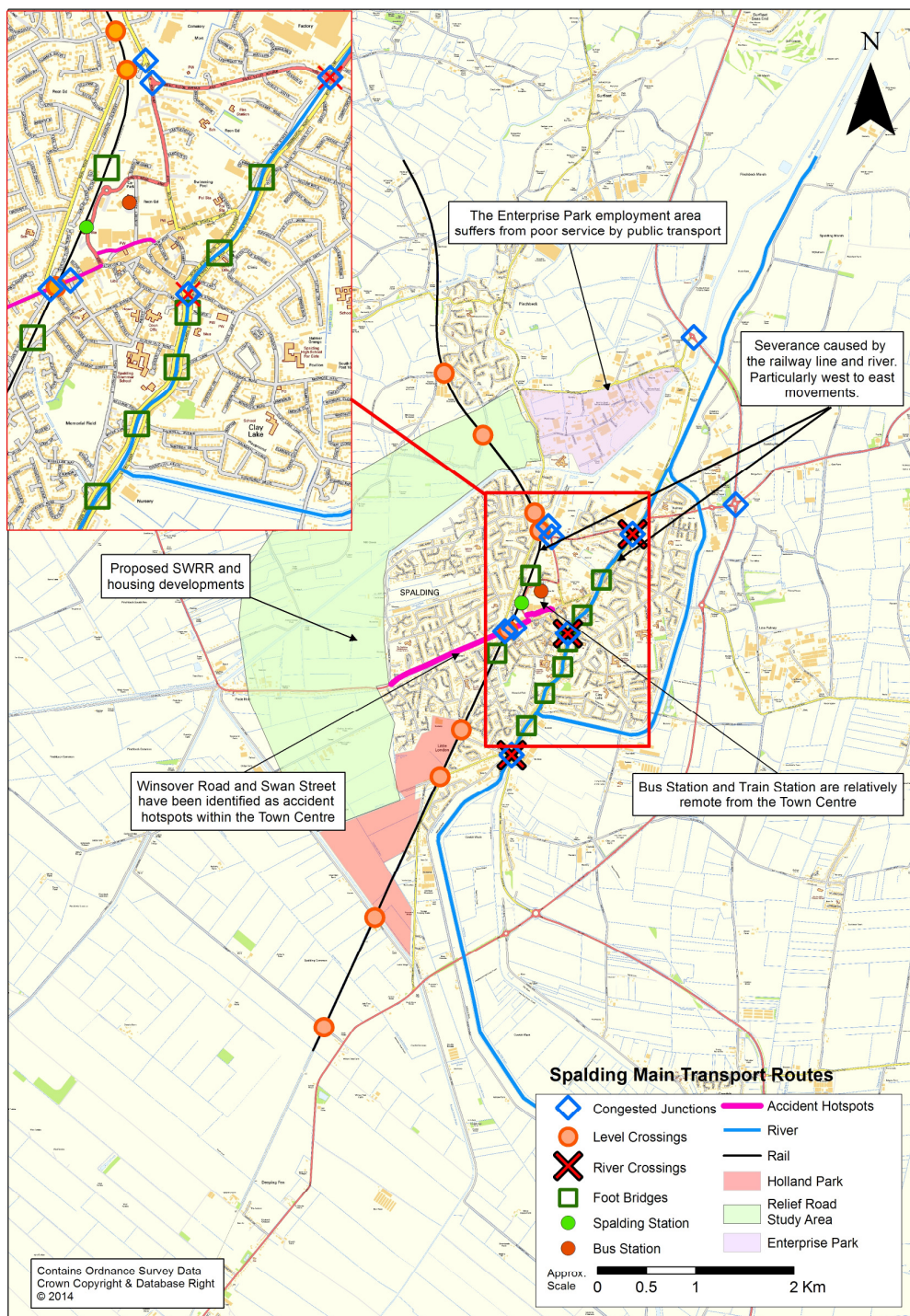
# SPALDING TRANSPORT STRATEGY



## Summary

An overview of the most important transport issues affecting Spalding are presented in the map below.

### Summary of Transport Issues in Spalding





# SPALDING TRANSPORT STRATEGY



## Opportunities and Issues

Analysis has been carried out on the background information which identified not only a number of strengths but also some issues which could potentially present challenges when implementing the final Strategy. In shaping the Strategy consideration has been given to both of these matters, with measures identified that attempt to play to the strengths in Spalding whilst also meeting the

challenges presented by the issues. In some cases points present opportunities but could become issues if not recognised and effectively managed. For example, a growing population presents a number of opportunities for economic growth, but could become an issue if transport capacity is not expanded to allow for more journeys.

### *Summary of Issues and Opportunities in Spalding*

#### Policy

- The key aims of the Government's transport policy are to support sustainable economic growth and reduce carbon emissions.
- South Holland District Council still makes use of Section 106 Agreements
- LTP4 highlights the importance of delivering transport infrastructure to enable Spalding to cope with increased rail freight traffic and the associated level crossing down times.

#### Socio-economic

- Almost 3,500 pupils attend the three local secondary schools in Spalding, generating significant movements of pupils through the town, in particular to the concentration of secondary schools on the eastern side of the railway and river.
- Spalding has higher rates of business loss compared to county figures.
- There is a wide range of employment rates within the Spalding urban area.
- Salaries are rising at a higher rate than the national average which could potentially make encouraging modal shift from car more challenging.

#### Growth and Development

- Projected population growth in South Holland will be above the national average up to 2035, with the majority of this growth focused on Spalding.
- All age categories see projected population growth, with growth in South Holland's working-age population putting increased pressure on the transport infrastructure to access employment.
- There will be a need to accommodate increased travel for all journey types in connection with the planned growth of Spalding.

# SPALDING TRANSPORT STRATEGY



## Environment

- Road transport in South Holland produces a higher proportion of overall CO<sub>2</sub> emissions than the national average.
- There is a lack of other environmental data, such as noise mapping in South Holland.

## Highway Network

- The level crossings in Spalding restrict the movement of traffic and cause congestion, particularly east-west movements during peak periods.
- Peak-hour town centre traffic increased by around 15% from 2006 to 2010.
- Congestion due to increased down time of level crossings is likely to increase with more rail freight using the railway line. East/west journey times will therefore increase.
- The number of licensed vehicles has shown a slight increase of 1.6% in Spalding since 2008 despite a growth in population of 6%. There is therefore a need to provide services (e.g. an increase in bus frequencies) and infrastructure (e.g. walking and cycle paths) for increasing numbers of people without access to private vehicles.

## Freight

- Data indicates a reduction in HGVs as a percentage of total vehicles in the town centre.
- The agri-food business requires good links to national transport networks.

## Parking

- On-street parking levels within the town centre are quite high.
- The available data indicates that the car parking provision is more than sufficient for the current demand in the town. However, further analysis would be required before decisions on car parking provision could be taken in light of projected increases in population.



## Rail

- The station requires investment and is rather detached from the town centre.
- Rail connections are limited with no services on Sundays and only Peterborough can be reached at peak times.
- Rail patronage in the Strategy area decreased by 0.56% between 2007/08 and 2011/12. Passenger journeys per head of population also decreased slightly.
- The East Midlands franchise will be tendered in 2016/17, with the new franchise starting in October 2017.
- Planned works to upgrade the local rail line for freight will have impacts on traffic flow within the town centre, due to delays at level crossings. However, there could also be a general reduction in the amount of HGV traffic if this is successfully transferred to rail.

## Buses

- There was a small increase in bus patronage of 1.7% between 2010 and 2013 for Spalding Into Town routes.
- Feedback from operators, however, shows that some town centre services have experienced a reduction in patronage due to reliability problems arising from congestion within the town centre.
- Increased patronage overall is encouraging as it shows potential for further promotion of sustainable travel.

## Cycling and Walking

- Three of the four cycle survey sites have seen a decrease in cyclists over the last ten years.
- Several existing on and off road cycle paths in the town lay a foundation for further development of the cycle network.
- Lower than average walking rates along with a lack of safe pedestrian crossing points leave room for improvement.
- Good footway provision along main roads and pedestrian-only streets in the town centre provide a good basis for improving pedestrian provision across the town.

# SPALDING TRANSPORT STRATEGY



## Sustainable Travel

- Census travel-to-work data shows that car travel remains dominant in Spalding, with cycling declining. However, levels of walking and bus travel to work have increased.
- Residential and retail areas are well served by public transport but employment areas on the edge of the town are not.
- Walking and car travel are the most dominant mode of travel to school with very low numbers of pupils cycling.
- The introduction of Bikeability, whilst still in its infancy, has generally been well received by schools. However, the take up of various initiatives on offer to employers, schools and other organisations are quite low given the opportunities available.



## 4 Introducing the Strategy

### *Setting out a strategic vision, objectives and desired outcomes*

#### 4.1 Vision

The Strategy's vision is based on a series of key themes which set an agenda for the development of Spalding. Within this context the Strategy will provide solutions to meet the future travel needs of residents and visitors to Spalding.

At an early stage of the project, the SWRR was identified as the most important proposed infrastructure project for the local area. The Strategy supports this project whilst also identifying complementary measures. These measures will be sustainable, encourage economic growth and improve the quality of life.

#### 4.2 Objectives

The vision outlined above informed a set of objectives which were developed in Stage 1 of the project and refined following public and stakeholder consultation in Stage 2.

As the Strategy was intended to form part of a hierarchy of documents, supporting relevant policies and strategies at national and county-wide levels, the formulation of the objectives which have steered the preparation of the Strategy also had regard to the objectives contained in these higher-

level policies and strategies, including the emerging South East Lincolnshire Local Plan and the 4<sup>th</sup> Lincolnshire Local Transport Plan.

#### 4.3 Desired Outcomes

As well as setting objectives which have guided the Strategy within the wider context of land use and transport policy, specific outcomes have been set. These are quantifiable outcomes which can be achieved as a direct result of measures contained in the strategy. This is necessary because not all of the objectives can be delivered by the Strategy alone. For example, the Strategy will support the sustainable development, regeneration and growth of Spalding, but it cannot deliver this objective on its own. Outcomes have therefore been identified which the Strategy has the ability to deliver in its own right, without relying to a significant extent on other policies and plans; and consequently, these are transport focussed.

These outcomes will form the basis of the proposed monitoring programme set out in Chapter 6 of this document.

The key themes, objectives and outcomes are contained in the diagram below.

# SPALDING TRANSPORT STRATEGY



Existing local and national policy



<b>Strategy Objectives</b>	SP1	To support the sustainable economic growth of Spalding and its environs through transport improvements.
	SP 2	To ensure transport infrastructure meets the needs of existing and proposed developments.
	SP 3	To address town centre congestion by creating an efficient transport network.
	SP 4	To encourage the use of alternative travel modes by improving the quality of journey experience.
	SP 5	To improve connectivity and maximise accessibility by improving travel options, especially for those without access to a private car.
	SP 6	To improve the quality of life for residents by improving air quality and reducing noise levels by removing unnecessary traffic.
	SP 7	To reduce the number and severity of road accidents by reducing the potential for conflict.
	SP 8	To improve the attractiveness and liveability of Spalding for residents, workers and visitors by creating a safe, attractive and accessible environment and encouraging healthy travel and lifestyles.

<b>Desired Strategy Outcomes</b>	O1	A reduction in the amount of traffic entering the town centre core.
	O2	An increase in the share of cycling and walking trips taken into the town centre.
	O3	A reduction in the use of the private car for accessing jobs, schools and the town centre, as a proportion of these journeys.
	O4	An increase in public transport services to Lincoln, Sleaford, and Peterborough.
	O5	An increase in the proportion of the population living within 400 metres of a bus stop providing a minimum frequency of one bus service per hour.
	O6	A reduction in both the number and severity of road accident casualties.
	O7	A reduction in the number of accidents involving cyclists.
	O8	A reduction in carbon emissions from transport.



## 5 Possible Solutions

*Providing a transport system that will support growth and ensure the area remains a good place to live, work and do business.*

A large number of potential interventions have been investigated as part of the preparation of this Strategy, in an attempt to resolve existing transport issues and mitigate the impacts of forecasted travel growth. The findings of these studies and the option sifting which took place to reach the final list of interventions are explained in depth in Working Papers 4 and 5.

Crucially, all measures are designed to improve the liveability of Spalding, and to enable sustainable economic development which is deliverable and maintainable. Wherever possible measures build on the existing strengths of transport in Spalding and seek to maximise the effectiveness of existing infrastructure. Larger schemes, such as the SWRR, will require significant capital investment and accordingly, where possible, funding mechanisms have also been identified. These mechanisms are expanded on in the next chapter.

The first section of this chapter highlights packages of measures which can be delivered in the short-term (next 2-3 years). Further sections cover measures which will be delivered in the medium to long-term and in some cases are aspirational.

### 5.1 Short-term Solutions

It became clear during the formulation of the Strategy that certain proposals

could be delivered relatively quickly and without great expense. These measures focus on maximising the potential of existing infrastructure either through minor alterations or by increasing awareness. They align with the Strategy objectives and are deliverable in the next 2-3 years.

#### *Traffic Signals*

Some traffic signal equipment in Spalding is scheduled by LCC for renewal in the next 2-3 years. This gives the opportunity to undertake a comprehensive review of existing provision, including whether signals are required in current locations, whether these could be better optimised and any technological advances since equipment was originally installed.

One such technological advance would be to consider the rollout of MOVA or SCOOT control systems across the town centre which could bring benefits by reducing the levels of delay at these locations.

#### *Signing Spalding*

Many improvements have been made to signing in the town centre in the last few years. These cover a diverse range of users including efforts to discourage HGVs from the town centre and improvements to cycling and pedestrian signage. These efforts provide an excellent base on which to build in the near future.



*Cycle and footpath signing*

During the initial public consultation the signing of car parking was raised as an issue. It was felt that although capacity was more than sufficient there was poor awareness of car park locations and car parks were poorly signposted, which can lead to extended journeys and confusion. Further **directional signing** could help to improve this situation.

There was also a feeling that the cycling network had gaps, particularly in the town centre. Efforts will be made to **bring together the cycle paths as a network**, which can be aided by **destination signing and mapping** showing routes and how end-to-end journeys can be completed. These could be provided online and/or displayed on signboards on key routes. In the town centre the availability of cycle stands should be clearly marked as this is likely to be the destination for many cyclists.

### **Infrastructure**

Creating a joined-up cycle network could also be aided significantly with small improvements to infrastructure, such as **advance stop lines** which improve cyclist safety and make cycling a more attractive proposition. The **Pinchbeck Road cycleway** will, if fully

implemented, provide an improved cycle link between West Elloe Avenue and Woolram Wygate.

**A countywide cycle strategy is currently being developed by LCC** which will seek to identify schemes and prioritise funding for cycling. Action plans will also be developed for each urban area. Well-developed plans for cycling in Spalding and engagement with this strategy from an early stage are encouraged.

### **Reviewing Safety**

Through the course of the Strategy's development a number of junctions have been identified where there are existing safety concerns:

- Twin Bridges;
- Winsover Road corridor;
- Little London Bridge;
- Albion Street/ Double Street junction;
- Park Road/Pinchbeck Road; and
- Hawthorne Bank (Winsover Rd end and Little London end).

The strategy recommends **safety reviews be conducted** at these locations to identify possible improvements. From these reviews, interventions will be recommended which might range from minor changes, such as **alterations to signal timings, improved signage or increased enforcement of yellow boxes**, to more major interventions such as changes to **junction layouts** and the inclusion of **pedestrian facilities**.





Improvements which can be delivered in the short-term with minimal cost will be prioritised with more extensive measures programmed as part of the longer-term strategy.

### *Improving Access for All*

The Strategy recommends that an **access and mobility audit** be carried out for the town centre. This will assist in identifying any existing features which limit access for vulnerable groups, those with limited mobility or disabilities. The audit could consider, among other things, the condition and width of footpaths, pedestrian crossing facilities and legibility of signage. Based on the findings of this study, a list of improvements to be made over the period of the Transport Strategy will be drawn up and prioritised.

### **5.2 Funding for Roads**

A major component of the Strategy is improvement of the road network in order to support the delivery of new housing and employment opportunities in Spalding and the associated traffic growth. This is in line with strategy **objectives 1 and 2** which emphasise the importance of promoting economic growth and also **objectives 3 and 7** which target the need for an efficient transport system and the need to decrease road accidents by reducing conflict between all road users.

### *Delivering the Spalding Western Relief Road (SWRR)*

The **SWRR** has been identified as a vital piece of infrastructure if the desired housing and employment growth levels are to be attained in Spalding and appears in LTP4 as one of four major schemes in Lincolnshire. In addition to its key role as an enabler of economic growth, the SWRR would

serve as a relief road for Spalding. Work undertaken as part of this study shows that the SWRR will be effective in reducing the number of trips which currently pass through town on the A151. It will provide faster access to areas to the north, west and south of the town; and by removing car journeys from the town centre, queues and delays at the level crossings will be minimised.

The initial stage is to be built as part of the Holland Park development and will serve primarily as an access route to this development. The completed road will open in line with further development to the north of Holland Park and to the north of the Vernatt's Drain. Developer contributions through mechanisms such as Section 106 or the Community Infrastructure Levy (CIL) will be used to fund the majority of the SWRR.

### *Resolving Pinchpoints*

A number of other specific locations were identified in earlier stages of the development of this Strategy which **require interventions to avoid excessive congestion arising in the future and to ensure the full economic potential of new development is achieved**. Locations at which there are existing concerns or the traffic modelling has highlighted potential issues in the future include:

- A16 / B1180 roundabout;
- A16 / A151 roundabout;
- Park Road / Winsover Road;
- Park Road / Pinchbeck Road;

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- Winsover Road / St Thomas's Road; and
- Twin Bridges;
- High Bridge Junction;
- Little London Bridge; and
- Left turn filter at the West Elloe Avenue / Pinchbeck Road junction.

measures may be required to mitigate the impacts.



*Junction of Winsover Road and St Thomas's Road*

Arrangements at these locations will be reviewed in the short-term and a programme of improvements devised. **Measures which can be delivered with minimal cost and engineering will be prioritised to be delivered in the short-term.** Examples could include banning the right turn from Park Road onto Pinchbeck Road and greater use of yellow box junctions and 'keep clear' markings.

The possibility of building a new road bridge across the railway linking Kings Road and Park Road was investigated, but will not be taken further, due to the many issues such an option presents. These include engineering, demolition, the impact on houses and the impact on the local highway network and nearby junctions.



*A16 / B1180 roundabout*

As development sites are completed in the SWRR corridor it will be necessary to consider the impact on junctions in the vicinity, such as the Bourne Road / Broadway / Monk House Lane junction and its intersection with the Pinchbeck Road. Traffic modelling has indicated that these junctions can be expected to carry increased levels of traffic as a result of developments and remedial

### **Improved Safety for all Road Users**

Pedestrian safety concerns have been raised at several locations in Spalding including:

- Links between Wardentree Lane and Market Way crossing Spalding Road;
- Swan Street / Westlode Street;
- Sheep Market; and
- Stonegate, outside Spalding High School for Girls.

In these locations **improvements to existing or new pedestrian crossings** are proposed. If any of these locations are served by cycle paths in the future then Toucan

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crossings providing crossing facilities for pedestrians and cyclists may be most appropriate.



## *Pedestrian Crossing*

In the longer-term, the opening of the SWRR should reduce the conflict between motorists and other road users by removing some of the traffic from town-centre routes such as the A151.

### **5.3 Encouraging Sustainable Transport through the Planning Process**

The planning process should play an integral role in delivering the strategy objectives. In fact, 7 of the 8 strategy objectives can in part be met by planning decisions.

#### ***Best Practice in Design***

Significant growth is expected in Spalding in the next 20 years presenting a unique opportunity to influence and shape the future form of Spalding. The goals of a sustainable place to work and live can be realised through insisting on high-quality development with design at the forefront. In order to maximise the sustainability benefits of any development, travel and how it can be influenced needs to be considered as an integral part of the planning process. Best practice guidance **encourages, where appropriate, mixed-use development, which reduces the**

**need to travel** to reach vital amenities and facilities such as shops, schools and employment.

Within new developments best practice guidance should be incorporated to **provide safe and secure pedestrian and cycle routes**. Where new developments are phased, **safeguards should be put in place to ensure sustainable travel modes and infrastructure can be delivered** as the site grows. Examples include direct footpaths linking neighbouring estates or reserving space for bus gates.

When producing plans for new development, consideration needs to be given to the built environment and how this can bring about improvements in quality of life. Measures which could be included on a site-by-site basis range from **20mph zones** (particularly in the vicinity of schools where LCC have already successfully delivered advisory limits) to **shared space or treatments to road surfaces to provide pedestrian and cycling friendly streets and lighting to improve security**. These measures can bring a wide range of benefits including improved health through increased use of active modes for travel, a reduction in accidents, reduction in noise pollution, improvements in air quality and simply making the area a more pleasant environment in which to live and work.

#### ***Making Smarter Choices***

Ideally, new residents will be offered the benefit of **personalised travel planning** which highlights alternative modes of travel for commonly made journeys. This measure is likely to be much more effective with new residents

# SPALDING TRANSPORT STRATEGY



than with those who already have well established travel habits.



*Cycle stands and help point at Spalding Station*

Personalised travel planning should be complemented by increased **promotion of alternative modes**. This could take the form of increased **publicity at local community facilities, better signage** or one-off events aimed at affecting a long-term shift in behaviour such as **‘walk to school week’** or a **‘try for free week’** on local bus services (subject to partnerships with the bus operators).

These measures are all deliverable but require long-term commitment and reinforcement as new houses are built and the community expands. They must also form a part of planning consent and funding is often sought from developers.

## **Developer Contributions**

Where large scale development is planned, developer contributions can provide a vital funding source to ensure the infrastructure needs of new and existing residents are met. These contributions are sought from

developers and secured through the planning consent process.

The **Community Infrastructure Levy** is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of an area.

The levy may be payable on development which creates net additional floor space, where the gross internal area of new build exceeds 100 square metres. This limit does not apply to new houses or flats, and a charge can be levied on a single house or flat of any size, unless it is built by a ‘self builder’. The levy can be pooled to deliver local infrastructure including transport projects, and is designed as a replacement for **Section 106** agreements.

Chapter 6 of this document sets out a list of transport improvement packages which CIL could provide SHDC with an opportunity to deliver, with charges to be set out in a separate Charging Schedule to be prepared in association with the Local Plan.

Further information about the CIL can be found in the Government’s Planning Practice Guidance. See link below.<sup>1</sup>

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<sup>1</sup><http://planningguidance.planningportal.gov.uk/blog/guidance/community-infrastructure-levy/>



## 5.4 Improving Spalding for Everybody

A key facet of the Transport Strategy is to improve the attractiveness and liveability of Spalding (SP8). Measures which fall under this category will also have wider benefits including addressing town centre congestion (SP3), improving connectivity (SP5) and reducing the number of accidents (SP7).

### *Improving the Local Environment*

Everybody would like to live, work and enjoy leisure time in pleasant surroundings. Measures in this section encourage healthier lifestyles by encouraging walking and cycling, whilst also aiming to reduce noise and air pollution by reducing dependency on car travel.

Although the Spalding cycle network is fairly well developed, better links to schools and employment in the south-east of the town was identified by stakeholders as desirable. One option could be to enhance the existing right-of-way which runs adjacent to Coronation Channel. This **Coronation Channel cycleway** would provide better links in this part of Spalding for a range of users.

In the town centre the remoteness of the existing bus station from the central core does not provide a pleasant environment for existing passengers or encourage potential users. The **relocation of the bus station** will be considered to improve this situation. Further investigations are needed into the exact location of the new facility, including liaison with operators, but the new site should be easily accessible on foot from the town centre, provide capacity for the expansion of services

and provide a safe and pleasant environment for passengers. Possible locations which have been identified for siting the new bus station include Swan Street - which would involve its closure to other vehicle traffic - or Sheep Market.

Either option reduces the distance and number of roads which must be crossed to reach the bus station from the town centre. As part of the relocation of the bus station, routing of buses through the town centre should be reviewed. The re-opening of the Market Place to buses was considered but this idea will not be taken further as it is not compatible with the markets which take place on Tuesday and Saturday.

The new bus station would require improved facilities including **shelters and raised kerbs provided for better accessibility**. These improvements in facilities should be publicised in tandem with service improvements (frequency improvements, extensions to services, new vehicles). **Other bus stops in the town centre** could also be upgraded and **interchange** possibilities maximised, for example at the railway station.

**Additional landscaping and public realm improvements** could make these areas more attractive to pedestrians and cyclists, potentially opening up new desire lines between the railway station, town centre and River Welland.

# SPALDING TRANSPORT STRATEGY



*River Welland Footbridge*

The Spalding Waterspace Study, produced in 2010, suggests improvements to pedestrian access between the River Welland and town centre as well as making the river a “green corridor”. Suggested measures to promote this concept include improved signage, a review of traffic calming and car parking on the river banks and improved access points.

## **Reducing Severance**

Severance caused by the railway and river is viewed as a major concern as it impacts all residents and visitors to Spalding. It particularly affects east to west journeys and leads to longer journey times. With the increase in rail freight movements, this issue could worsen due to increased level crossing gate closures. **Improvements to the existing footbridge** linking Kings Road and Park Road would assist in this aim. Potential improvements include improved lighting and visibility to aid security and the provision of a ramp to enhance usability for cyclists and users with mobility impairments.

The extension of the railway station footbridge to Park Road will also be investigated in co-operation with East Midlands Trains. This link would significantly improve pedestrian

connectivity between the town centre, railway station and west of the town.

## **Schools and Employment**

Schools and major employment locations such as Springfields Outlet Shopping, Johnson Hospital and Enterprise Way are generators of a large number of car journeys in the peak hours and shift change times. If some of these trips can be switched to active modes or onto public transport, congestion in Spalding will decrease and the environment will be improved, bringing benefits for everybody. This goal can be achieved through improvements to infrastructure as described in other sections of the strategy, but to truly maximise the potential of these investments **promotion and education** is also necessary.



*Well used cycle stands at Springfield Shopping*

**All schools in Spalding have a Travel Plan.** As new schools open to serve the growth of Spalding these will also produce Travel Plans and incorporate measures in the design which will encourage sustainable travel. Extra resources are currently available in Lincolnshire to support the delivery and monitoring of Travel Plans, although take up of this offer has been very low so far. There is therefore scope to

# SPALDING TRANSPORT STRATEGY



increase the awareness of Travel Plans and their purpose in Spalding schools.

An effective Travel Plan includes clear targets and should be updated on a regular basis. This requires a co-ordinator for each Travel Plan who is able to maintain interest in the Plan and take opportunities to promote alternative modes of transport. Initial awareness and maintaining interest can be achieved by arranging events or challenges such as **'Walk to School Week'**, **'The Big Bike Race'** and **stands at parents' evenings**. In the longer term measures such as **'Walking buses'** could be encouraged. Critically, this must be viewed as an ongoing process with reminders provided at least annually as new pupils join the school.

**Bikeability** is currently seeing a large uptake in Spalding schools and should continue to grow in the future. The sessions are styled as 'cycling proficiency for the 21<sup>st</sup> century' and equip pupils with the skills and confidence to use their bikes on the road and for everyday journeys. This scheme has numerous benefits and should lead to improvements in safety, a healthier population and the habit of travelling by bicycle which will hopefully continue into adulthood.



*Cycle Stands and Shelter at Johnson Community Hospital*

Major employers or clusters of businesses could be the target of **business travel planning**. These measures do not necessarily involve improving infrastructure but are instead intended as a means of highlighting existing alternatives to car travel. **Access Lincs** currently provides help, advice and support to employers creating an excellent base for further expansion of this service. Typical advice offered by Access Lincs includes advice on **producing Travel Plans, organising events, advice on infrastructure changes, online planning tools and opportunities to apply for funding**.

## 5.5 Partnerships with Transport Operators

Public transport services in Spalding are operated by private companies. By forming partnerships between these operators and both Lincolnshire County Council and South Holland District Council, improvements can be delivered which meet objectives to ensure transport meets the needs of existing and proposed development (**SP2**), to improve transport options, particularly for those without access to a private car (**SP5**) and to improve the liveability and attractiveness of Spalding (**SP8**). These measures should bring benefits for both operators and public transport users.

### *Bus Services*

Into Town services already serve most of the town and as the urban area expands bus services should cover the new areas either through **extensions to existing routes or new Into Town routes**. As Spalding grows the existing 'figure 8' route might need to be reviewed and **more direct routes considered** to avoid journey times

# SPALDING TRANSPORT STRATEGY



becoming excessive. If demand is sufficient **increases in frequency** may be necessary. Initial extensions to services could be subsidised by developer contributions to test whether these have the potential to be run as commercially- viable services.



*Existing Bus Station*

**Inter-urban services** currently provide routes to other nearby towns including Peterborough, King's Lynn and Boston. Any growth in these services would need to be on a commercial basis, although use of these services should be encouraged by the local authorities. **A relocated bus station and improved stop facilities will be promoted as a package** with improvements to services. The service patterns of existing, or extensions to, Into Town services should also be considered to maximise the potential of **interchange** from local to inter-urban services.

## *Lobbying the Rail Industry*

The Lincolnshire Rail Strategy sets out a county-wide strategy for development of rail services in Lincolnshire which will be used as the basis for any lobbying of Network Rail, the Department for Transport and East Midlands Trains to improve services and station facilities at Spalding. Included in the strategy **are improvements to the Joint Line**

**which will raise capacity and improve journey times** (currently being completed), **an increase in the operating hours of the Sleaford to Spalding section** and improvements to Spalding station including improvements to **security, the footbridge between platforms** and general **station environment**.

The upgrading of the Joint Line brings opportunities such as increased line speed and 24 hour working. A new East Midlands passenger franchise is scheduled to begin in 2017. **LCC should seek to work with prospective franchisees to try to secure improvements to passenger services.**

## *Rail Partnerships and Community Engagement*

Spalding station has been adopted by a local group. Working in partnerships with East Midland Trains, LCC and SHDC there are plans to **improve the station environment and restore dilapidated parts of the station** which are no longer used. The initial stages of this process have involved clearing overgrown parts of the station.



*Spalding Railway Station*

It is the long-term aspiration of the Spalding and Peterborough Transport



# SPALDING TRANSPORT STRATEGY



Forum to reopen the station at **Littleworth Drove** in Deeping St Nicholas. The forum commissioned the consultants MVA to carry out an initial feasibility assessment of reopening the station. The County Council is aware of this work and the views of the Transport Forum. The County Council's view is that it would be a very long and costly process to reopen the station. Furthermore, it is under significant financial pressure

and would be unable to fund the studies required by Network Rail in its eight-stage assessment process. Whilst at the moment funding is not available to carry out this work, it is possible that this situation may change

and, therefore, this matter will be kept under review.

## 5.6 Transport Strategy Packages

The table on the preceding pages lists all the possible measures contained in the Transport Strategy with an indication of the timeframe for delivery. Time frames are divided into the following categories:

- short-term (next 3 years)
- medium-term (3 to 10 years)
- long-term (10 years plus).



<b>Bus Measures</b>	<b>Time frame for Delivery</b>
Increase peak frequency of Into Town bus services	Ongoing in line with new development
Increase coverage of Into Town bus services	Ongoing in line with new development
Relocate bus station	Further investigation of location: short-term Project Delivery: medium-term
Improve bus waiting facilities	Short to medium-term
Enhance inter-urban bus service provision during peak times	Long-term aspiration
Increase frequency of Into Town bus services throughout the operating day	Long-term aspiration
<b>Rail Options</b>	<b>Time frame for Delivery</b>
Lobby DfT and rail industry in line with proposals included in the Lincolnshire Rail Strategy and investigate opportunities arising from Joint Line upgrades for rail services.	Short to medium-term The new East Midlands franchise will be tendered in 2016/17, beginning in October 2017
Enhance bus/rail interchange at the rail station	Short-term
Enhance Spalding Railway Station and its environment to county standard and as outlined in the Lincolnshire Rail Strategy	Ongoing as part of station adoption and in line with Lincolnshire Rail Strategy. In the longer term funding could be sought for enhancements.
Explore feasibility of reopening Littleworth Drove Station	Long-term aspiration of Spalding and Peterborough Transport Forum
<b>Cycling and Walking Infrastructure Options</b>	<b>Time frame for Delivery</b>
Pinchbeck Road cycleway from West Elloe Avenue to Woolram Wygate	Short-term
Maximise potential of existing cycling infrastructure by 'filling in gaps'	Short to medium-term
Improved destination signing in the town centre to create a cycle network rather than individual cycle routes.	Short to medium-term
Enhancements to the pedestrian environment and improved pedestrian and cycle links across the town centre, particularly to the rail station.	Short to medium term
Access and mobility audit	Short-term
Provide pedestrian/cyclist crossing facilities at key junctions	Medium-term
Enhance and change status of existing PROW at Coronation Channel for use by cyclists	Medium-term



Pinchbeck Cycle Strategy and other measures which require funding will be developed further for inclusion in the Lincolnshire Cycling Strategy	Short-term: Inputs to Lincolnshire Cycling Strategy – Spalding Action Plan Medium-term to long-term: delivery of schemes
<b>School Travel Options</b>	<b>Time frame for Delivery</b>
Continued development of School Travel Plans including events, regular updates and annual monitoring	Short-term and ongoing
Continued/accelerated rollout of Bikeability to schools	Short-term and ongoing
<b>Spalding Western Relief Road (SWRR)</b>	<b>Time frame for Delivery</b>
SWRR Phase 1	Short to medium-term
Completed SWRR – Extend proposal for SWRR to connect with B1356 in the north	Medium to long-term
<b>Smarter Travel Options</b>	<b>Time frame for Delivery</b>
Increased publicity campaigns for use of public transport	Ongoing as new development sites open
Targeted travel planning including personalised travel planning for residential properties, all major employers and education establishments	Ongoing as new development sites open
Develop a Business Travel Zone for Spalding	Medium-term
<b>New Development Options</b>	<b>Time frame for Delivery</b>
Safeguard sustainable transport option for new large developments	Ongoing as part of planning process
Pedestrian/cycle links incorporated into design of new developments	Ongoing as part of planning process
Encourage sustainable travel in new developments	Ongoing as new development sites open
<b>Traffic Management and Car Parking Options</b>	<b>Time frame for Delivery</b>
20mph zones around schools	Short-term and as new schools open
Car parking review / strategy	Short to medium-term
Directional car park signing review	Short-term
<b>Junction Improvements and Road Safety Option</b>	<b>Time frame for Delivery</b>
Increase capacity at A16/A151	Medium-term
Increase capacity at A16/B1180	Medium-term
Review/optimize traffic signals and replacement of equipment within the town centre	Short-term to medium-term as part of signal renewal programme
Introduce left turn filter at recently improved West Elloe Ave/Pinchbeck Road junction	Short-term

# SPALDING TRANSPORT STRATEGY

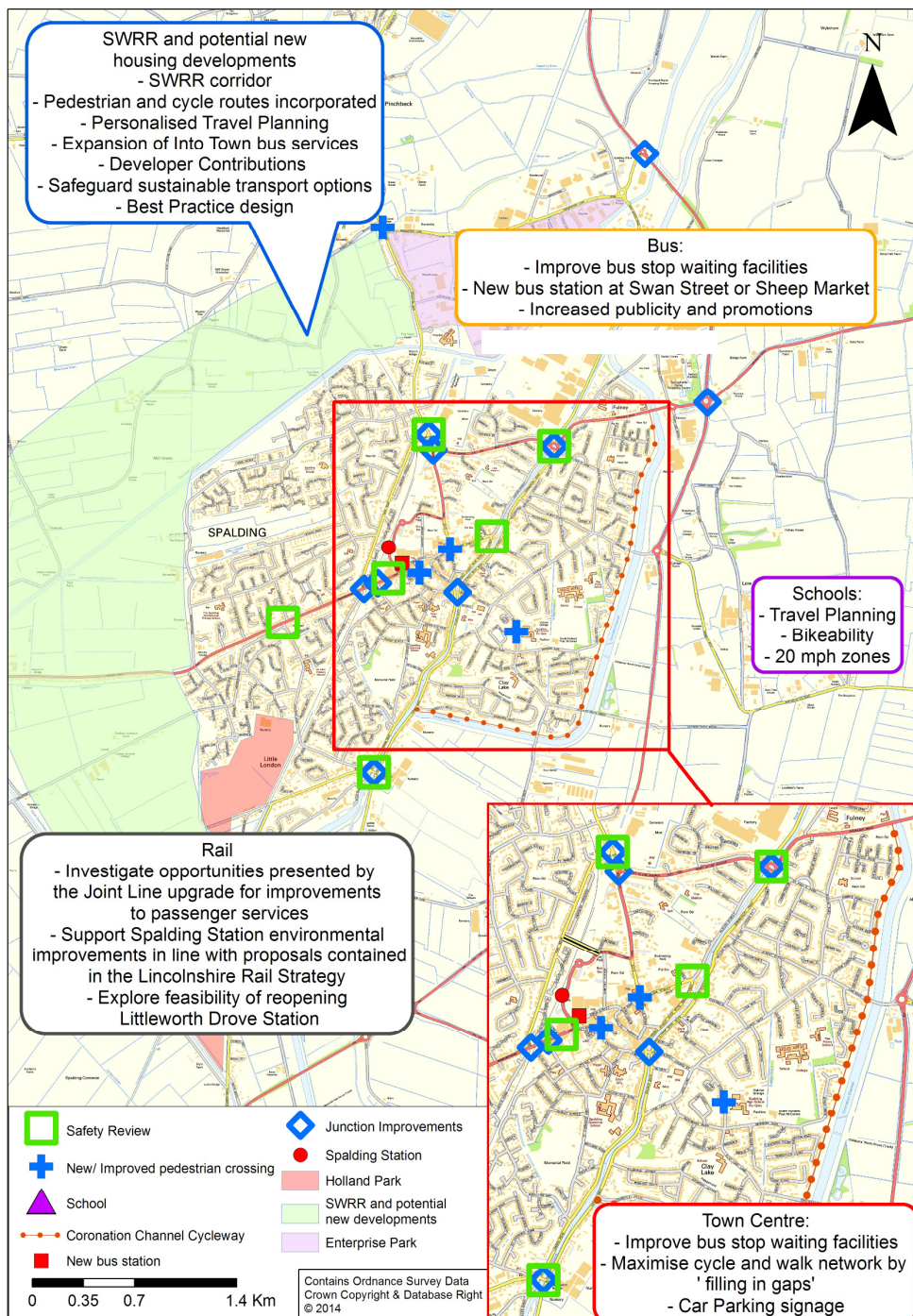


Safety and operational review of Twin Bridges roundabout junction	Short-term
Safety review of Winsover Road corridor	Short-term
Safety review of other key locations within Spalding	Short-term
Safety and operational review of Little London Bridge	Short-term
Junction review at Park Road / Winsover Road	Short-term
Junction review at Park Road / Pinchbeck Road	Short-term
Junction review at Winsover Road / St Thomas's Road	Short-term
Junction review at Twin Bridges	Short-term
Junction review at High Bridge Junction	Short-term
<b>Reducing Severance</b>	<b>Timeframe for Delivery</b>
Improvements to Park Road to Kings Road footbridge	Medium-term
Provide footbridge over the rail line at Winsover Road or at the Railway Station	Medium to long-term
Town centre car parking facility to the west of the railway line	Long-term

# SPALDING TRANSPORT STRATEGY



Map of Possible Measures





## 6 Delivery, Monitoring and Review

*Delivery through strong partners and planning, with monitoring and review of objectives and outcomes.*

### 6.1 Deliverability

The delivery of the Strategy is very much reliant on the support of partners, strong planning and programming, and funding. Without these factors being in place, the objectives and outcomes of the Strategy will not be met. The development of the Strategy has included input from a number of partners as part of the Steering Group, key stakeholders and public consultation. Collaboration with a range of partners will also be needed in order to deliver the Strategy successfully.

Overall delivery of the Strategy objectives and outcomes will be overseen by LCC and SHDC, although individual measures may be delivered by other organisations in partnership with the Local Authorities. Examples of measures which would be delivered by other organisations include bus services operated by private companies or School Travel Plans which are undertaken by the individual schools. In these cases the Local Authorities' role in delivery is as a high-level partner and enabler where appropriate. Wherever possible, they will also try to influence the decisions of partner organisations and encourage measures in line with the overall Strategy.

Between 2006 and 2010 a number of similar transport strategies have been produced for other towns in Lincolnshire including Lincoln,

Grantham, Gainsborough and Boston. A review of these strategies was undertaken earlier this year to assess which measures had been delivered since each strategy's inception. The experience gained in the delivery of these other strategies will inform the approach to the delivery of the Strategy for Spalding.

### 6.2 Funding

With budgetary constraints likely to remain in place for the foreseeable future, the availability of funding is perhaps the biggest obstacle to the delivery of the Strategy. However, together, LCC and SHDC have a range of sources from which to secure funding including their own capital and revenue budgets, bidding opportunities to central Government and developer contributions (Section 106 or CIL); or, indeed, developers delivering schemes entirely from their own funds. Other sources of funding include:

- Local Transport Board – for major schemes – SWRR is the only scheme identified at this stage
- Funds available through the Local Enterprise Partnership aimed at the private sector – Regional Growth Fund, Invest and Grow Fund.
- Central government through the Department for Transport (DfT) makes funding available to target specific areas of transport. Local Authorities

# SPALDING TRANSPORT STRATEGY



must bid with specific proposals to receive contributions from these sources. Recent examples include the Local Pinch Point Fund, Green Bus Fund and the Local Sustainable Transport Fund (LSTF).

- Community Infrastructure Levy – to help deliver a range of infrastructure to support the development of the area.
- Developer contributions (Section 106) – contributions from developers tied to the grant of planning permission.
- Network Rail – level crossings, railway infrastructure improvements
- Public transport operators – bus and rail service improvements

Other funding opportunities may be available for specific projects from organisations such as Sustrans for cycling. Potential funding sources for each package of measures are identified in the table below.

# SPALDING TRANSPORT STRATEGY



Potential Funding Source / Transport Package	Lincolnshire County Council	South Holland District Council	Lincolnshire Strategic Transport Board	Developer Contributions	Department for Transport (DfT) (e.g. Pinch Point; Green Bus Fund, LSTF)	Bus Operators	Network Rail	Train Operating Companies	Sustrans	Employer
Spalding Western Relief Road										
Measures Targeted at New Developments										
Traffic Management										
Junction Improvements										
Road Safety Option										
Bus Measures										
Rail Options										
Cycling and Walking Infrastructure Options										
Provide a bridge over the rail line										
School Travel Options										
Smarter Travel Options										





## 6.3 Monitoring

Monitoring will be vitally important to ensure the strategy delivers results which are consistent with the objectives and the desired outcomes set out in Chapter 4 of this report. High level monitoring and collation of results will be led by the Local Authorities although

individual schemes will need to be monitored by the lead organisation.

Importantly, monitoring must be undertaken on an ongoing basis and used as a means of identifying problems and successes for each measure.

### *Outcomes and Indicators*

Ref	Outcome	Proposed Indicators
O1	A reduction in the amount of traffic entering the town centre core.	A cordon of automatic traffic counts would allow ongoing monitoring of traffic levels.  Alternatively, counts could be undertaken for the same period each year and compared to previous years.
O2	An increase in the share of cycling and walking trips taken into the town centre.	Existing cycle counters and new counters strategically placed to capture the main flows of cyclists entering the town centre.  Further walking and cycle surveys could also be undertaken on an annual basis during the same period each year.
O3	A reduction in the use of the private car for accessing jobs, schools and the town centre, as a proportion of these journeys.	Statistics relating to travel to work are published every 10 years as part of the Census.  More regular surveys should also be undertaken and a general picture should emerge from the count data described under previous outcomes.  Mode share data from individual Travel Plan monitoring could be collated and compared over time.
O4	An increase in public transport services to Lincoln, Sleaford, and Peterborough.	Annual comparison of bus and rail timetables. Any change in capacity of vehicles / rolling stock should also be considered, as this might have increased capacity without improving frequency.



Ref	Outcome	Proposed Indicators
O5	An increase in the proportion of the population living within 400 metres of a bus stop providing a minimum frequency of one bus service per hour.	Bus stops should be mapped and the population within a 400 metre radius of a bus stop calculated.  This should be done now to form a baseline and updated annually to take account of new bus stops, housing and updated mid-year population updates, allowing the situation to be monitored over time.
O6	A reduction in both the number and severity of road accident casualties.	A road traffic accident database is maintained by every police force in the UK. Accidents are classified as fatal, serious or slight.  The long term objective should be to see an overall reduction in accidents per capita and also a smaller proportion of all accidents in the fatal and serious categories.
O7	A reduction in the number of accidents involving cyclists.	The number of accidents involving cyclists will be monitored annually through the police database as explained under O6.
O8	A reduction in carbon emissions from transport.	CO <sub>2</sub> emissions should be monitored in line with best practice guidance over the course of the Transport Strategy period.

## 6.4 Review

Monitoring of the Transport Strategy will be undertaken on an ongoing basis but time must also be set aside to review the findings of this monitoring. Collation of the annual monitoring statistics provides an opportunity to reflect on progress which has been made and how well the measures are meeting the desired outcomes.

A full review of the Transport Strategy should take place after 5 years. This will provide an overview of the progress made so far including the proposed indicators included above. As part of this, a review of all measures – both completed, and proposed - should be conducted. This review will focus on measuring the success of measures with particular emphasis on the short-

term measures. If any measures are felt to be ineffective, consideration should be given to why they are not delivering the desired outcomes and whether changes could be implemented to affect a positive change. Equally inspiration will be taken from measures which are thought to be working well, and questions should be asked why this is and can lessons learned be applied to other schemes.

At this stage it might also be decided that certain measures are not working as expected and that they should be stopped, particularly if there is an associated operating cost. Equally, measures which are successful might be earmarked for increased funding or time investment. It is important to

# SPALDING TRANSPORT STRATEGY



recognise that the Strategy represents a 20-year time period and that changes to the strategy should be expected over this time frame. In some cases alterations might be made to proposed measures to better match external factors such as location and size of development, changes in technology etc. The Strategy sets a framework for transport investment but regular reviews also need to be undertaken during the course of the Strategy period. Accordingly, full reviews will take place at 5-yearly intervals and involve key stakeholders as appropriate. At these points evidence

from the monitoring programme will be presented, measures evaluated and questions asked:

- is the measure effective in meeting the outcomes;
- why it is / isn't meeting the desired outcomes;
- how could it be improved; and
- any lessons learned and how these could be applied to other measures within the strategy.

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## Policy and Scrutiny

<b>Open Report on behalf of Richard Wills, Director responsible for Democratic Services</b>
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Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>27 October 2014</b>
Subject:	<b>Highways and Transport Scrutiny Committee Work Programme</b>

### **Summary:**

This item enables the Committee to consider and comment on the content of its work programme for the coming year.

### **Actions Required:**

To consider and comment on the work programme as set out in Appendix A to this report.

## **1. Background**

The Committee's work programme for the coming year is attached at Appendix A to this report. The Committee is invited to consider and comment on the content of the work programme.

### Work Programme Definitions

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Work Programme:

Budget Scrutiny - The Committee is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Consultation - The Committee is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Status Report - The Committee is considering a topic for the first time where a specific issue has been raised or members wish to gain a greater understanding.

Update Report - The Committee is scrutinising an item following earlier consideration.

Scrutiny Review Activity - This includes discussion on possible scrutiny review items; finalising the scoping for the review; monitoring or interim reports; approval of the final report; and the response to the report.

## **2. Conclusion**

To consider and comment on the Work Programme.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

This report does not require policy proofing.

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Highways and Transport Scrutiny Committee Work Programme

## **5. Background Papers**

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

This report was written by Louise Tyers, who can be contacted on 01522 552102 or [louise.tyers@lincolnshire.gov.uk](mailto:louise.tyers@lincolnshire.gov.uk)

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE**

Chairman: Cllr Michael Brookes

Vice Chairman: Cllr Andrew Hagues

<b>15 December 2014</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Winter Maintenance Update	David Davies, Principal Maintenance Engineer	Update Report
Quarter 2 Performance Report – 1 July to 30 September 2014	Steve Willis, Chief Operating Officer	Performance Scrutiny
Speed Management – Borderline Cases Provision	Graeme Butler, Projects Manager; and Andy Wharff, Area Highways Manager	Update Report
Update on Major Schemes	Paul Rusted, Infrastructure Commissioner	Update Report
Communication Strategy for Major Works	Alan Aistrup, Special Projects Manager	Status Report
Future Service Delivery	Steve Willis, Chief Operating Officer and Paul Rusted, Infrastructure Commissioner	Status Report
Highways Maintenance Plan (TBC)	Paul Rusted, Infrastructure Commissioner	Update Report

<b>19 January 2015</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Winter Maintenance Update	David Davies, Principal Maintenance Engineer	Update Report
Budget Proposals for 2015/16	Steve Willis, Chief Operating Officer and Dave Simpson, Technical & Development Finance Manager	Budget Scrutiny
Lincolnshire Highways Alliance	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Civil Parking Enforcement – Mid-Year Update	Mick Phoenix, Parking Services Manager	Update Report

<b>9 March 2015</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Winter Maintenance Update	David Davies, Principal Maintenance Engineer	Update Report
Quarter 3 Performance Report – 1 October to 31 December 2014	Steve Willis, Chief Operating Officer	Performance Scrutiny
Communication Strategy and Dashboard Review	Mara Metcalfe, Strategic Communications Officer	Update Report
Cycling Strategy	TBC	Update Report
School Crossing Patrol Policy	TBC	Update Report

**For more information about the work of the Highways and Transport Scrutiny Committee please contact Louise Tyers, Scrutiny Officer, on 01522 552102 or by e-mail at [louise.tyers@lincolnshire.gov.uk](mailto:louise.tyers@lincolnshire.gov.uk)**