



County Offices
Newland
Lincoln
LN1 1YL

10 April 2015

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 20 April 2015 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, 20 APRIL 2015**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Councillors' Interests'	
3	Minutes of the meeting held on 9 March 2015	5 - 14
4	Announcements by the Executive Councillor for Highways, Transport and IT and the Chief Operating Officer	Verbal Report
5	Winter Maintenance Update	Verbal Report
6	Major Schemes Update	Verbal Report
7	Lincolnshire Highways Alliance Update Report - April 2015 <i>(To receive a report which 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)</i>	15 - 38
8	Future Service Delivery <i>(To receive a report which provides an update to the Highways and Transport Scrutiny Committee on the ongoing work with Cranfield University and the recent Highways Maintenance Efficiency Programme (HMEP) Peer Review of highway services)</i>	39 - 62
9	Speed Management in Lincolnshire - Traffic Policy for Schools <i>(To receive a report which invites the Highways and Transport Scrutiny Committee to consider a draft Traffic Policy for Schools as part of the Speed Management in Lincolnshire Review)</i>	63 - 82
10	Highways and Transport Scrutiny Committee Work Programme <i>(To receive a report which enables the Committee to consider and comment on the content of its work programme for the coming year)</i>	83 - 86

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

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

Contact details set out above.

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**HIGHWAYS AND TRANSPORT
SCRUTINY COMMITTEE
9 MARCH 2015**

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

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

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

Officers in attendance:-

Graeme Butler (Project and Technical Support Manager), Dave Clark, 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 (Democratic Services Officer)

54 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors R J Hunter-Clarke and J R Marriott.

The Chief Executive reported that having received notice under Regulation 13 of the Local Government (Committees and Political Groups) Regulations 1990, he had appointed Councillors W J Aron and R L Foulkes as replacement members on the Committee in place of Councillors J R Marriott and R J Hunter-Clarke, for this meeting only.

55 DECLARATION OF MEMBERS INTERESTS

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

56 MINUTES OF THE MEETING HELD ON 19 JANUARY 2015

RESOLVED

That the minutes of the meeting held on 19 January 2015 be signed by the Chairman as a correct record.

57 ANNOUNCEMENTS BY THE EXECUTIVE COUNCILLOR FOR HIGHWAYS, TRANSPORT AND IT AND THE CHIEF OPERATING OFFICER

The Executive Councillor for Highways, Transport and IT reported that there was a developing issue in relation to scrutiny, and he was keen to explore how this Committee could develop its scrutiny of issues prior to policies becoming finalised. It was noted that this would fit in with the review of scrutiny as a whole which was already taking place. It was felt that it would be useful for this Committee to also explore this issue.

It was also reported that the LGA HMAP Peer Review had taken place, and when the action day had taken place, a further update would be brought back to this meeting on 20 April 2015.

58 WINTER MAINTENANCE UPDATE

The Committee received an update from David Davies, Principal Maintenance Engineer in relation to winter maintenance. It was reported that at the start of the winter it was expected that this would be a colder than average winter, and this had been the case. December 2014 had been average in terms of temperature, but January and February 2015 were slightly colder. There were 13,000 tonnes of salt still in stock, with a further restocking order for 20,000 tonnes.

A Member queried whether there was a need for the graphs which were produced for the Committee, as winter maintenance was a statutory requirement, there was confidence that if snow or cold weather was forecasted, then the road network would be gritted. It was suggested that it would be more efficient to just produce the reports by exception.

However, other Members commented that they found the information which was produced for this update to be very useful as gritting was one of the most controversial topics when discussing highways. This information was also often shared with parish councils as well, as Members were challenged on these issues. It was noted that this data was collected on a nightly basis as it was used regularly by the winter maintenance team, and the time taken to collate the information into charts for the Committee was minimal.

The Chairman stated that he was happy for the Committee to continue to receive these reports.

59 MAJOR SCHEMES UPDATE

The Committee received updates in relation to the following major schemes:

Lincoln Eastern Bypass – the date for the Public Inquiry had been confirmed as 11 August 2015, and it was noted that this was a lot later than hoped for. There would be a need for a lot of hard work prior to this to ensure that this did not cause delays to the scheme.

Lincoln Southern Bypass – this was a scheme which had not been pursued for some time, but preferred route status had been confirmed in 2006 by the Executive, and some properties had already been purchased due to blight. The estimated cost in 2006 for this road to be a dual carriageway was £67million, which was significantly less than what it would cost to deliver now.

Lincoln East-West Link – this scheme was making good progress, despite some slight delays around demolition of one of the buildings. However, demolition had now started. This would be a lengthy scheme due to the need for rebuilding work, but the expected completion date was still October 2016.

Canwick Road, Lincoln – this scheme was on programme, but was causing some disruption. There had been publicity around the use of alternative routes. Completion was still expected to be May 2015.

Footbridges, Lincoln – works had been completed over the weekend in relation to the re-phasing of the traffic lights for the start of works for the High Street footbridge. The scheme appeared to be on target, and was still expected to be completed some time in October 2015.

There was still no start date for the works for the Brayford Wharf footbridge at this time.

Grantham – King 31 – some initial site clearance had commenced, and the authority was in discussions with the landowners and it was expected that the scheme would be starting soon. Discussions had commenced regarding the Section 73 changes for the Southern Quadrant Link Road, it was noted that these were classed as major changes and so a 13 week consultation would need to take place.

Spalding Western Relief Road – discussions had now commenced with the district council and developers in relation to progressing phases 2 and 3. The Spalding Transport Plan had also now been completed, which it was hoped would help this scheme to progress.

Skegness Business Park – Planning permission for the roundabout was granted in February 2015. Both aspects of the scheme would be tendered together in May 2015. It was hoped that work would commence on site in September 2015.

Boston – Quadrant scheme – this was a developer led scheme which included a link road between London Road and the A16. Planning permission had been granted for this scheme and discussions with the developer were in progress for a start date. It was noted that this scheme would be market driven.

Members were provided with the opportunity to ask questions to the officers present in relation to the information presented and some of the points raised during discussion included the following:

- It was queried whether the issues around the Judicial Review for the Grantham Southern Relief Road would affect the progress of the scheme?

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE
9 MARCH 2015**

Members were advised that this was not expected to influence the work at the moment. The focus was currently on the King 31 aspect of the scheme;

- A corporate response to the letter that had been received by all councillors from the developer in relation to the Judicial Review was being prepared;
- The Brayford Wharf footbridge was a Network Rail project, and it was being funded by them. It was believed that the funding for this scheme was still secure. Officers would be meeting with Network Rail later in the week and would challenge them on this issues;
- There was a new design for the Brayford Wharf footbridge which would be submitted to the City of Lincoln Planning Committee shortly.

RESOLVED

That the update be noted.

60 QUARTER 3 PERFORMANCE - 1 OCTOBER - 31 DECEMBER 2014

Consideration was given to a report which provided key performance information relevant to the work of the Highways and Transport Scrutiny Committee.

Members were guided through the report and the performance data, and reminded that there was a three month data lag for the performance indicators. The Committee was asked to consider the value of the annual indicators which were presented as most of these activities were on four year programmes.

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;

- Officers were currently working with Kier regarding the possibility of fitting sensors to vehicles that could assess the condition of the roads, as a cost effective option. The sensors could be fitted to Kier vehicles as well as buses;
- Officers were confident that the school complaints included those that had been received in relation to parking around schools;
- It was noted that those complaints reported in the customer satisfaction information were those that had gone through the formal complaints process;
- Reports which were received regarding issues such as the condition of footpaths or potholes would initially be treated as service requests, and then allocated for repair, if they were not repaired properly or to time then they would go through the formal complaints process. It was noted that over 80,000 service requests were received every year.

RESOLVED

That the performance information presented be noted.

61 TEMPORARY CLOSURE OF LEVEL CROSSINGS BY NETWORK RAIL

Following a request at a previous meeting of the Overview and Scrutiny Management Committee, consideration was given to a report which set out the legal framework and procedures for the temporary closure of Level Crossings by Network Rail to undertake maintenance or improvement works.

The Committee was guided through the report and 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:

- The County Council informed the emergency services as soon as it became aware that a closure would be taking place;
- It was not a statutory requirement to notify the emergency services of temporary closures to level crossings. However, the County Council provided this service as a good will gesture on behalf of Network Rail;
- Network Rail were charged a fee by the County Council for processing these requests following completion of the works;
- It was commented that there was a need for the notification of emergency services to be a statutory requirement;
- One councillor commented that they received regular information regarding crossing which were going to be closed every month, and this information was then passed on to the appropriate parish council;
- It was commented that the system which was currently in place seemed to work well;
- It was requested that at the next update meeting that officers had with Network Rail, the message regarding the importance of good communication at a local level should be reinforced;
- It was acknowledged that a number of issues had arisen due to a breakdown in communication between Network Rail and the County Council, however, these occurrences were rare.

RESOLVED

That the report and comments made be noted.

62 SPEED MANAGEMENT IN LINCOLNSHIRE REVISED SPEED LIMIT POLICY

Consideration was given to a report which invited the Committee to consider the draft revised Speed Limit Policy as part of the Speed Management in Lincolnshire Review. Members were reminded that it was recommended that a relaxation in the Borderline Cases to +/- 3mph be supported and subsequently be included in the new revised Speed Limit Policy. It was noted that this had now been included as part of the draft Policy, and the opportunity had been taken to review the format of the policy document along with other changes to bring it up to date and make it more user friendly.

The changes to the draft Policy were highlighted to the Committee and it was noted that subject to approval, the next step would be to carry out a public consultation on this policy. The Committee was asked to consider whether this consultation should be carried out in conjunction with the consultation for the School Safety Policy. A report on this would be brought to the next meeting of the Committee.

Members were 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:

- The changes which were proposed were the points suggested by this Committee as part of the scrutiny review;
- It was suggested that the two policies should be consulted upon at the same time, as a lot of the issues regarding speed management were linked to school safety;
- There were concerns regarding the enforcement of restrictions around schools;
- It was commented that the policy was an extremely good document, but it was queried whether there was a way to condense it to the main points so it could be sent out to parish councils?
- This was still a draft policy, and it could only be formalised once it had been out to consultation;
- In relation to the action plan, sending the policies out for consultation together in April was still in line with the action plan;
- Parking appeared to be more of an issue around schools than speeding was;
- It would be part of the criteria for school travel plans, that the school itself was involved in the process;
- The school safety policy would have a menu of options, as each school site was different.

RESOLVED

1. That the draft revised Speed Limit Policy, as part of the Speed Management in Lincolnshire Review, be approved;
2. That the revised policy be submitted to the Executive Councillor for Highways, Transport and IT for approval prior to public consultation;
3. That a policy relating to School Safety Issues be considered at the next meeting, and that subsequently, it be consulted upon in conjunction with the draft Speed Limit Policy as part of the overall Speed Management Review.

63 CIVIL PARKING ENFORCEMENT - MID YEAR UPDATE 2014/15

The Committee received a report which contained a mid-year update for statistical information and developments related to Civil Parking Enforcement from 1 April 2014 to 31 January 2015.

Members were advised that APCOA currently employed 28 enforcement officers, 4 supervisors, 1 manager and 2 office staff in Lincolnshire and also were currently recruiting staff to bring the total number of enforcement officer positions up to 30.

This increase was a result of continued demand from the public relating to ongoing inconsiderate parking issues in their communities.

It was also noted that close co-operation between the Council's Parking Services Team and APCOA management had led to the development of new methods of delivery for the service. These changes were now delivering efficiencies for the contractor and better enforcement coverage for the Council.

The Committee was informed that the County Council Parking Services and APCOA had entered the British Parking Association's annual parking awards 2015, in the category for Parking Partnerships. Although, the entry was a finalist, it did not win.

Members were 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:

- Coverage for outlying areas had been increased;
- It was noted that it was possible that there could be a surplus of £100,000 at the end of this financial year. However, this level of surplus could not be guaranteed every year;
- The service was still on target to be cost neutral to the tax payer;
- 30,000 tickets had been issued by the end of January 2015, and approximately half of these were issued in Lincoln;
- Approximately 10% of all Penalty Charge Notices (PCN) issued were appealed, and of those approximately 50% were successful;
- In terms of contraventions, there had been no real change of pattern since 2012;
- There had been a lot of positive feedback regarding enforcement in villages, and the team was still getting requests for visits to villages, and officers would try and respond as quickly as possible to these requests;
- The Committee congratulated the Parking Services Team for being a finalist in the British Parking Association's awards. It was an achievement to be selected;
- Members were receiving fewer complaints from parish councils regarding not getting visits from enforcement officers;
- Either a barrister or higher level lawyer would make up the panel for Tribunals. All councils were levied 60p for every PCN issued which go towards the cost of the tribunals. It was noted that the barristers and lawyers who sat on the tribunals would give their time for free;
- Complaints were being received regarding the abuse of Blue Badges. Members were informed that if someone without a blue badge parked in a disabled space, it was an instant PCN. However, if the person that received the ticket was a blue badge holder, but had not displayed it, the PCN would be cancelled;
- It was being considered whether some of the surplus should be used to carry out a CCTV trial outside of schools;
- The Civil Parking Enforcement scheme had been very successful in addressing a lot of the parking problems in Lincoln;

- Members were advised that the staffing turnover had now stabilised. It was acknowledged that there was still a level of turnover, but APCOA were encouraging staff retention as it built experience;
- There were issues in some areas in relation to repeat offenders who would build up a number of PCN's. However, if there were circumstances that had led to someone building up a number of PCN's, such as illness, then the Parking Services Team would work with them. It was commented that this approach had been very useful to some people who had been ill;
- In situations where people issued with PCN's become violent, it was noted that the Enforcement Officers had all undergone conflict resolution training, and would switch on their body cameras. Where officers have been threatened or been subjected to violence, the authority would use the full extent of the law to prosecute where possible. In areas which were known to be problematic, officers would patrol in pairs or with the police on standby;
- It was noted that officers receiving substantial abuse or threats would not result in that area no longer being patrolled. Additional measures would be implemented to ensure the safety of the officers;
- It was noted that blue badges belonged to the person and were not registered to a particular vehicle;
- It was reported that APCOA did not set targets and enforcement officers were not incentivised to issue tickets;
- The number of tickets issued showed the size of the problem in the county;
- Any Traffic Regulation Orders for school safety zones would need to be done individually for each school;
- All money raised through PCN's had to be put back into traffic safety projects;
- If someone was issued with a PCN and they did not pay, and all legal avenues had been pursued, then the debt would be passed to a bailiff. However, the preferred option would be to set up a payment agreement;
- The scheme did seem to be working in Spalding, as there were not as many tickets issued in proportion to the number of visits received. However, it was noted that some complaints had been received from the surrounding villages that they were not seeing enforcement officers that often.

RESOLVED

That the reports and comments made be noted.

64 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report which provided the Committee with an opportunity to consider and comment on the content of its work programme for the coming year.

RESOLVED

That the work programme be agreed.

The meeting closed at 11.55 am

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Policy and Scrutiny

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

Report to:	Highways and Transport Scrutiny Committee
Date:	20 April 2015
Subject:	Lincolnshire Highways Alliance Update Report – April 2015

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 Highways 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.

Performance

- 1.2 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 3 can be found as Appendix A. This covers the period of October to December 2014 and suggests a continued levelling out of performance.

- 1.3 Overall performance for the Highway Works Term Contract, the Professional Services Contract, and the Traffic Signals Term Contract remain in the upper quartile. Client performance has slipped from 81 to 73 mainly due to an issue concerning the commitment of Compensation Events. The overall Alliance score has remained at 42.
- 1.4 The performance scores 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 Alliance score reflects the subjective nature of some of the indicators such as press articles, public satisfaction and relationship scoring and we will continue to try to influence an improvement in the perception of our services.
- 1.5 The Highways Maintenance Efficiency Plan Peer Review took place on 3 to 5 March 2015 with a follow up Action Planning Day on 31st March. We continue to work with Cranfield University to follow up the Strategic Value for Money Assessment and as part of the Future Highways Project. Both of these pieces of work are the subject of a separate report to this committee.

Traffic Signals Term Contract

- 1.6 We are continuing work 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.
- 1.7 Work has also been carried out to replace the Canwick Road Tidal Flow equipment as part of the overall scheme.

Highway Works Term Contract

- 1.8 The main focus of work is to improve carriageway condition and to deliver the winter maintenance service. The relatively mild winter has meant that in the last three months, we have repaired over 17,000 potholes and carried out 40,000 square metres of carriageway patching at 300 sites.
- 1.9 A substantial surface dressing programme will commence towards the end of April with the dressing of around 3.3 million square metres of carriageway which equates to just over 400 miles of roads to be treated.
- 1.10 Work is also due to start a programme of carriageway recycling which will incorporate the use of 5500 tonnes of tar bound planings resulting in a saving of £750,000 in disposal costs. We have now obtained licenses from

the Environment Agency for increased storage of materials in Barrowby and Claxby.

Professional Services Contract

- 1.11 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.
- 1.12 A number of major schemes are now progressing towards the construction phase. Lincoln East-West Link and Canwick Hill have now started. A tender to start the construction of a section of Grantham Southern Relief Road is due to be released. Lincoln Eastern Bypass is ready to go out to tender subject to a further Public Inquiry in August.
- 1.12 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 The Lincolnshire Highways Alliance continues to deliver effective and efficient highway services with an improving trend since the start of the Alliance. Independent comparison by Cranfield University and through an HMEP Peer Review confirms that the Alliance continues to deliver some of the most cost effective, high quality highway services in the sector.

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 3: October 2014 to December 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

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Lincolnshire Highways Alliance
Performance Report
Year 5 Qtr 3: October to December 2014

February 2015

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

HIGHWAY WORKS TERM CONTRACT				PERFORMANCE DASHBOARD						Quarter 3	TREND
PI	INDICATOR	TARGET	RESULTS	SCORE	0	5	10				
1	Street lighting Indicator	98.9% or above	68.96% working	7						=	
2	Response times for emergency works	99.5% or above	99.10% compliance	8						=	
3	Tasks completed within timescale	97% or above	95.63% compliance	8						▼	
5	Acceptable site safety assessments	98.5% or above	93.75% compliance	4						▲	
7	Defect corrections requiring TM	98% or above	99.98% compliance	10						=	
8	% waste reused/recycled	90% or above	96.6% compliance	10						=	
9	Compliance with tendered Quality Statements	100% compliance	79.17% compliance	8						=	
10	Quality assessment of workmanship	100% compliance	81.13% compliance	3						▼	
11	Measure/reduce carbon over the whole fleet	100% compliance	100% compliance	10						=	
12	% task orders in compliance with TMA	95% or above	97.6% compliance	10						=	
4	RIDDOR incidents	0 RIDDOR incidents	0 RIDDOR incident	0						=	
6	Service strikes	0 Services Strikes	2 Service Strikes	-1.0						▼	
			TOTAL	77.0						▼	

Highway Works Term Contract Performance commentary 2014/15 Q3

PI1 - Street Lighting service standard: A new indicator this year measuring several aspects of performance. The indicator scored 7.0 points which is the same as last quarter. There is still an issue with the Street Lighting crews catching up with maintenance from last quarter.

PI2 - Response times for Emergency works: Performance remains at an exceptionally high level at 99.10% this quarter. Out of the 1547 emergency jobs over the quarter, 1533 achieved the required response rate.

PI3 - Tasks completed in time scale has slipped a little this quarter and has dropped 2 points because of this. Out of the 160 jobs committed only 153 were completed within the given timescale. This means the indicator is only 95.63% compliant. To gain full points the indicator has to be at 97% or better.

PI5 - Acceptable site safety assessment – The Indicator has recovered from last quarter increasing from 86.96% to 93.75% this Quarter. There is still concern that not enough inspection have taking place. Over this quarter 32 inspections took place (of which 30 passed) which is still short of the 50 that should have been conducted.

PI7 - Defect correction requiring traffic management: Performance is up on last quarter's level and remains good at 99.88% compliant – full marks awarded.

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

PI10 - Quality assessment of workmanship: The data validation processes around this indicator have been improved. Performance is at 81.13%, which is a slip in score from last quarter.

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.

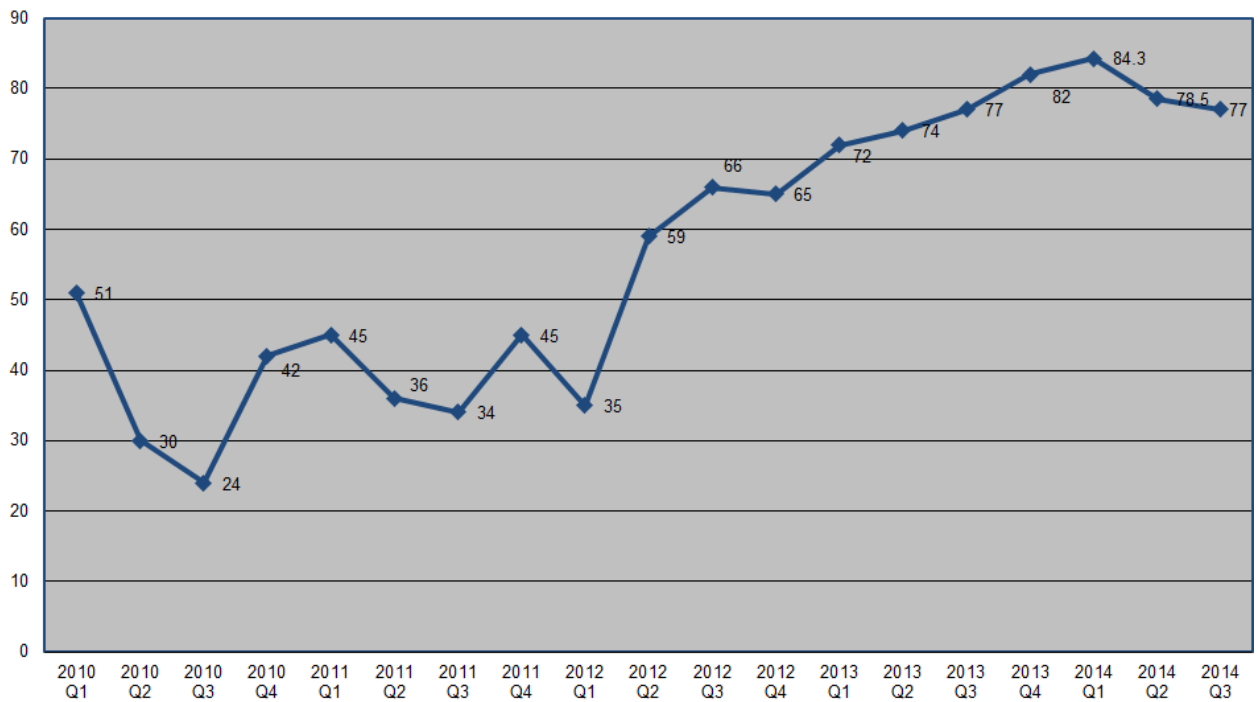
PI12 - % task orders in compliance with Traffic Management Act: The indicator has dipped from 100% last quarter to 97.6% this quarter. This does not change the score and indicator still scores full marks. Out of the 123 orders, 120 had been assigned the correct notice.

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

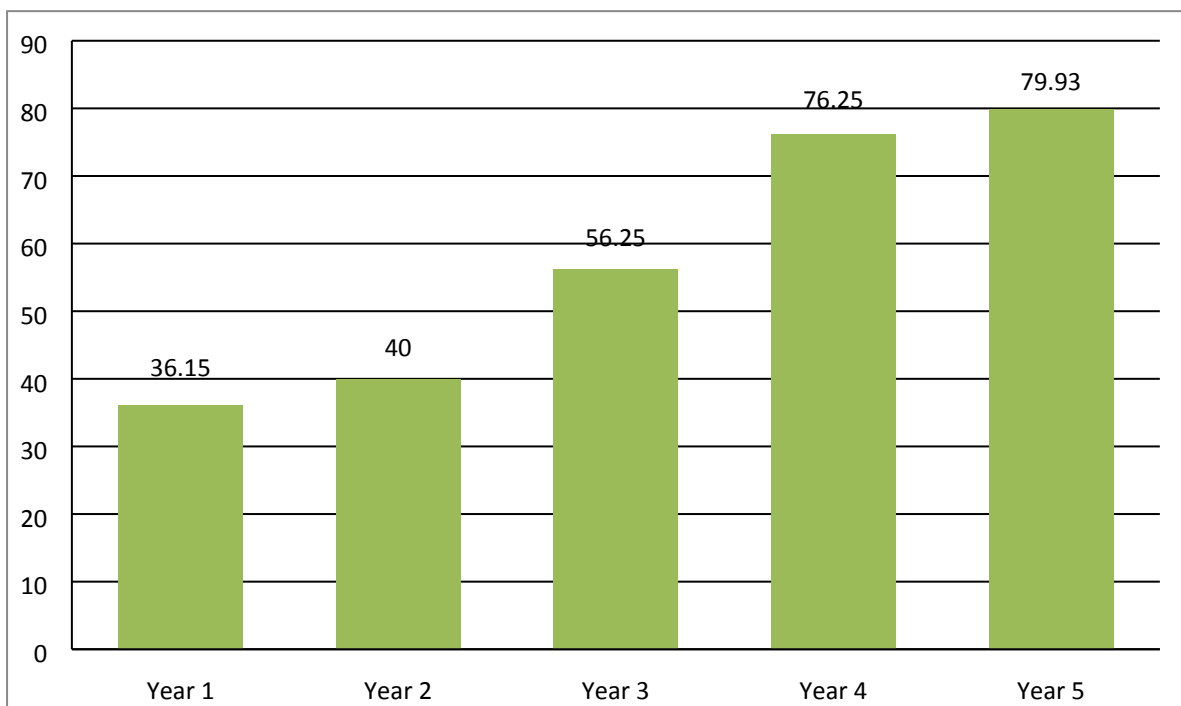
PI6 - Services Strikes: Two service strikes this quarter.

Overall Commentary

The Highway Works Term Contract has reduced slightly from last Quarter – down from 78.5 to 77 points. The performance score means that Highway indicator is just about on track to hit the quota needed for the year. A small improvement next quarter would guarantee this.



Highway Works Term Contract Scores over the Contract Period.



Highway Works Term Contract yearly average totals

Professional Services Contract

PROFESSIONAL SERVICES CONTRACT				PERFORMANCE SCOREBOARD					Quarter 3		TREND
PI	CATEGORY	INDICATOR	RESULT	SCORE	0	5	10	15			
1	Client Satisfaction	Product	9.48 (out of 10)	14.3						▼	
2	Client Satisfaction	Service	9.34 (out of 10)	14.2						▲	
3	Alliance Wellbeing	Compliance with tendered Quality Statements	89%	8.9						▲	
4	Predictability of Design Costs	Design Costs prior to Construction	1.4% (>10% over)	12.0						▲	
5	Predictability of Works Costs	Cost of Construction	5% (>10% over)	12.1						=	
6	Predictability of Time for Design	Time for Design	23% (>10% late)	10.0						▲	
7	Predictability of Time for Construction	Time taken to undertake Works	17.3% (>10% late)	11.8						=	
TOTAL				83.3	0			100		=	

PSP Performance commentary 2014/15 Q3

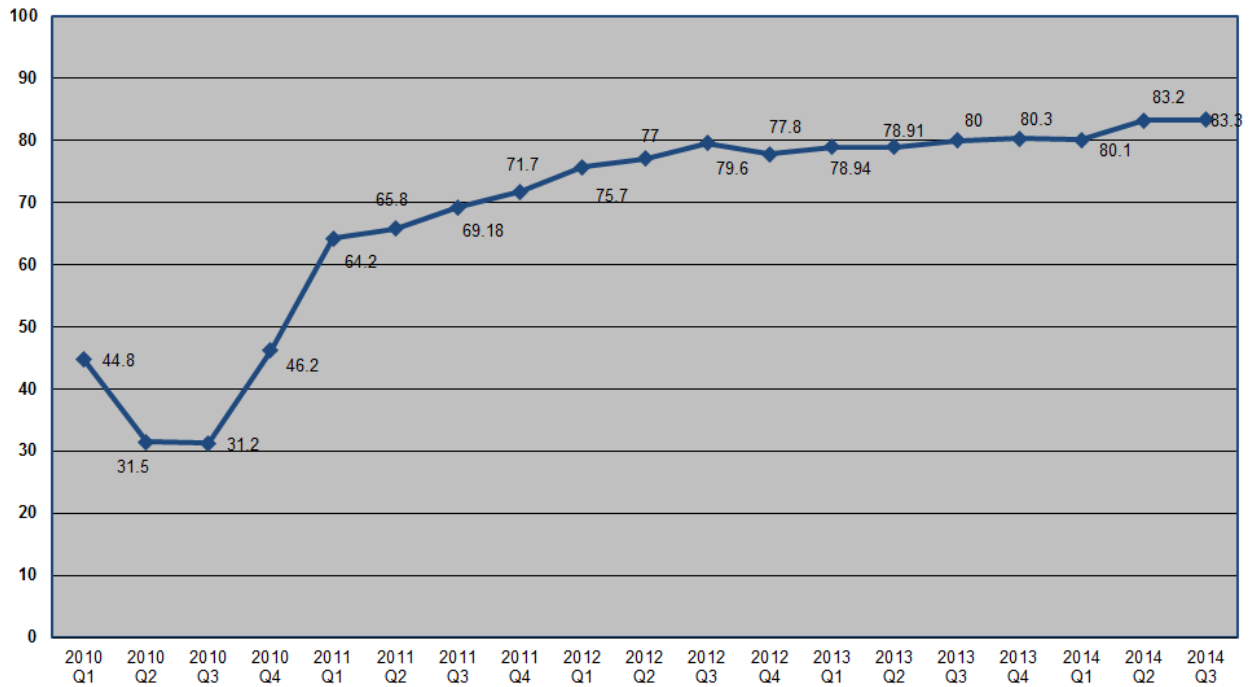
PI 1 & PI 2– Results remain good. Response level has dropped a bit so a focus for next quarter.

PI3 – Quality promises score affected by difficulties developing new programming solution for the Alliance

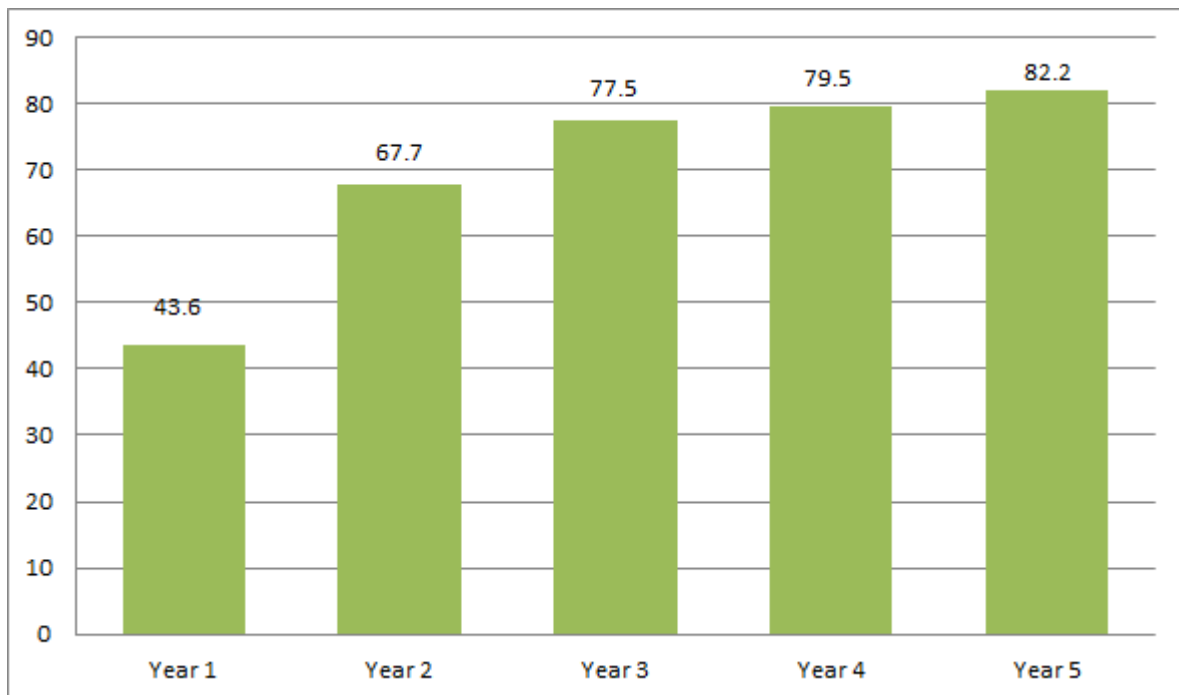
PI 4 & 6 – Design delivery to time and cost – results improved. Particularly good improvement in delivery of design against target cost.

Overall Commentary

Results are at an all time high, and are based on TSP / Mouchel performance combined.



Professional Services Contract Scores over the Contract Period



Professional Services Contract yearly averages total

Traffic Signals Term Contract

TRAFFIC SIGNALS TERM CONTRACT				PERFORMANCE SCOREBOARD											Quarter 3		TREND		
PI	CATEGORY	INDICATOR	SCORE	0	5	10	15												
1	Alliance Wellbeing	10 Critical Contractors Quality Promises	10	100%															=
4	Service Standards	Number of Faults attended on time	N/A	100%															▲
5	Service Standards	Number of Faults Cleared within Contract Timescales	10	100%															▲
6	Service Standards	% Task Orders completed on Time that LCC have specified the completion date	7	78%															▲
7	Service Standards	% Task Orders completed free of remedial works	10	100%															=
8	Service Standards	% Faults resolved at the first visit.	10	100%															▲
9	Service Standards	% Task Orders carried out in compliance with TMA	10	100%															=
10	Service Standards	% Annual Inspections completed PA	4	27%															▲
11	Environmental Impact	Carbon Emissions Target set to 123.77 Tonnes CO2	10	100%															▲
12	Environmental Impact	Waste / Recycling Target to be agreed with Contractor	10	100%															
				-15												0			
2	Health & Safety	Reportable Accidents at Work	0	0%															=
3	Health & Safety	Acceptable Site Safety Assessments PA	10	100%															=
				0												100			
TOTAL			91	91%															=

Traffic Signals Term Contract Performance commentary 2014/15 Q3

PI 1 – All 10 quality promises are being met scoring 10 points for 100%

PI 4 – Although this Performance Indicator doesn't score, following the introduction of PI 8 two years ago, we are still monitoring the activity. The third quarter, our attendance has been at 98.26%, an improvement from Q2 by 0.62%. There have been eight late attendances.

PI 5 - Timescales for clearance are at 99.13%. Four faults were cleared outside of the agreed timescale.

PI 6 – 84/89 Schemes have been completed during the specified dates. Five task orders have not been carried out in the agreed timescale in total for Q3. 94.38%, this has been an improvement from Q2 by 0.79%

PI 7 – 89/89 schemes that have been completed have no remedial works. 100%

PI 8 – 459/461 Standard faults & Emergency faults all faults resolved first time. 99.56%. Two sites had repeat faults during Q3.

PI9 – Sixteen schemes have required this PI during Q3. 100%

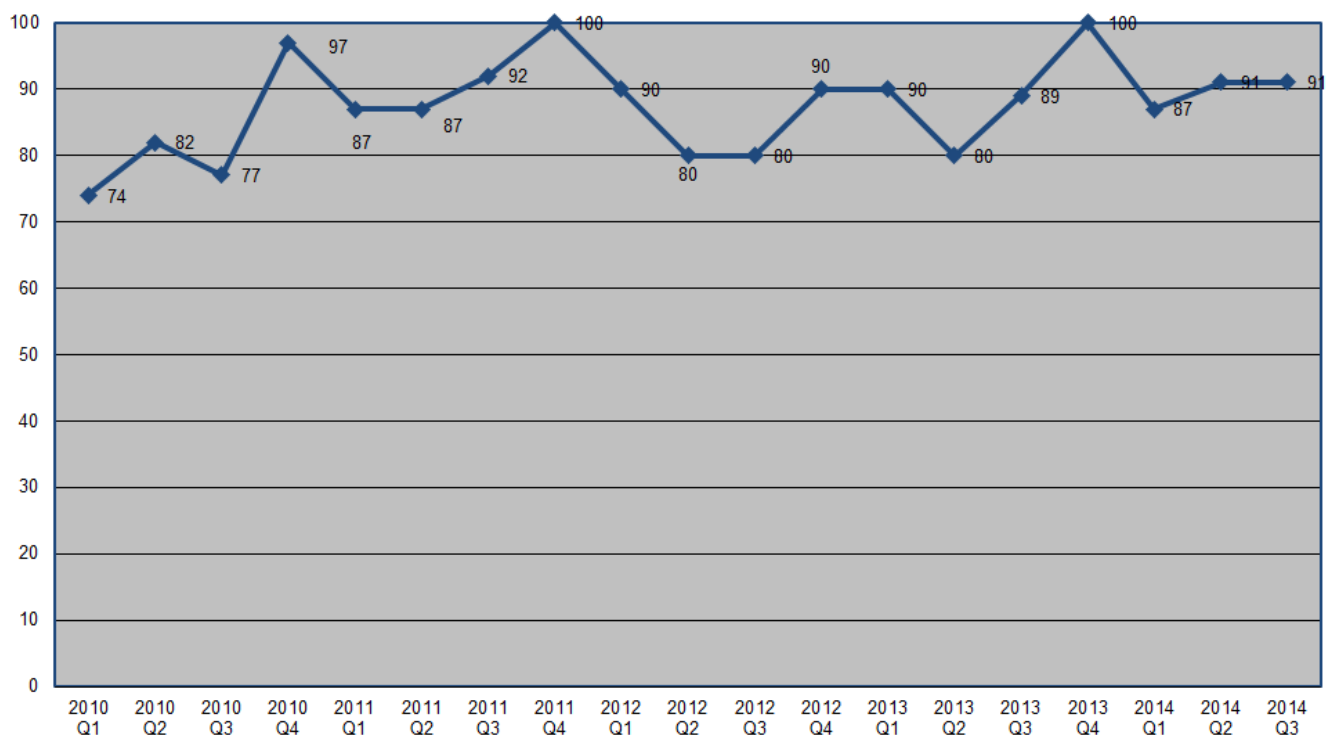
PI 10 – There are 308 Sites PA to be carried out. Quarterly Average is 25% of the total, equating to 77 sites per Quarter. 214 inspections have been carried out by the end of Quarter 3. 92.64%, Weight factor for scoring, 92-99.99% = 4 Points

PI11 - Benchmarking results have now been established and agreed at 123.77 Tonnes C02. Target is to reduce by 5%, equalling 117.5815 by the end of Q4. Our emissions are at 88.795 Tonnes C02.

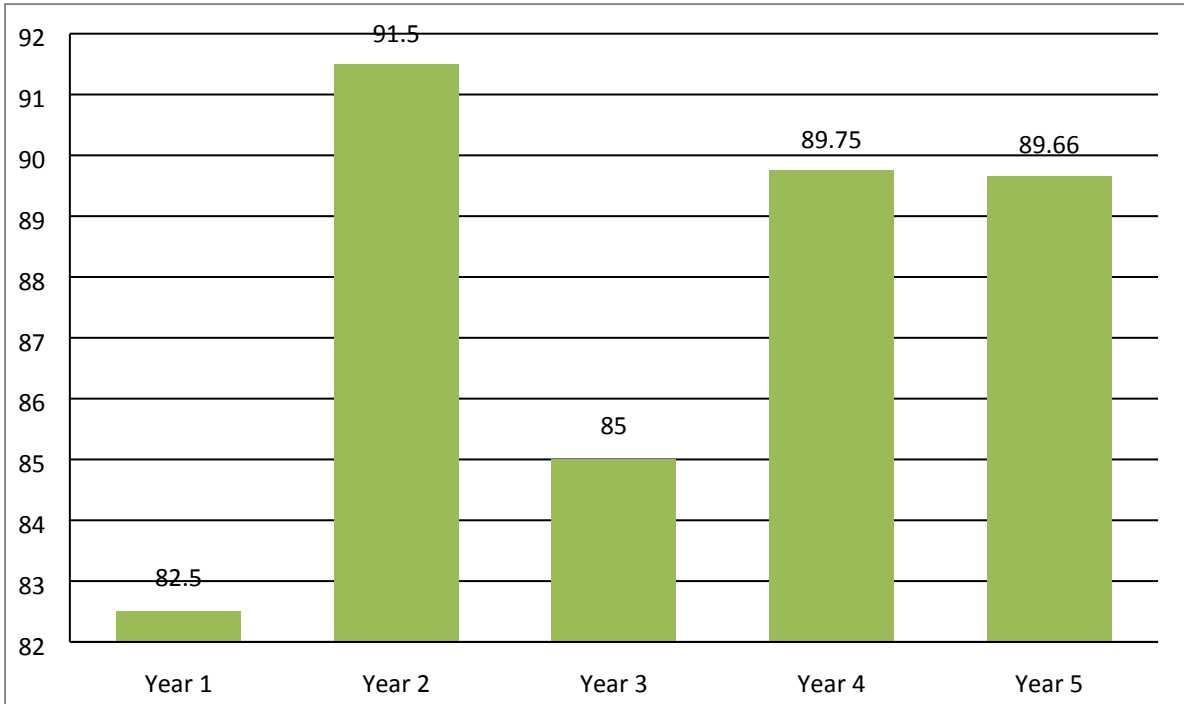
PI12 – 93.94% Recycled materials from Imtech Depot by the end of the 3rd Quarter. No waste during year 5 has gone to landfill.

PI2 – Zero reportable incidents during Q3.

PI3. Two Inspections have been carried out during Q3.



Traffic Signals Term Contract Scores over the Contract Period.



Traffic Signals Term Contract yearly averages total

Client Performance

Client Performance				PERFORMANCE DASHBOARD																Quarter 3	TREND					
PI	INDICATOR	TARGET	RESULT	SCORE	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
1	Pain/Gain result by area	0% or greater	1.00%	9																						▲
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%	94.14%	14																						▼
5	Value of compensation events versus targets	2% Variation	1.58% Variation	20																						=
6	% of CE's committed within 2 weeks	98%	76.60%	0																						▼
				TOTAL	73																					▼

Client Performance commentary 2014/15 Q3

PI1 - Pain/Gain result by area: After a recent run through of financial information it has been assessed that Year 5 is at about 1% pain.

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 4.14% to 5.86%. In real terms this means that 227 jobs were rejected out of 3876 total jobs. This means that this indicator has dropped 2 points (from 16 to 14 points).

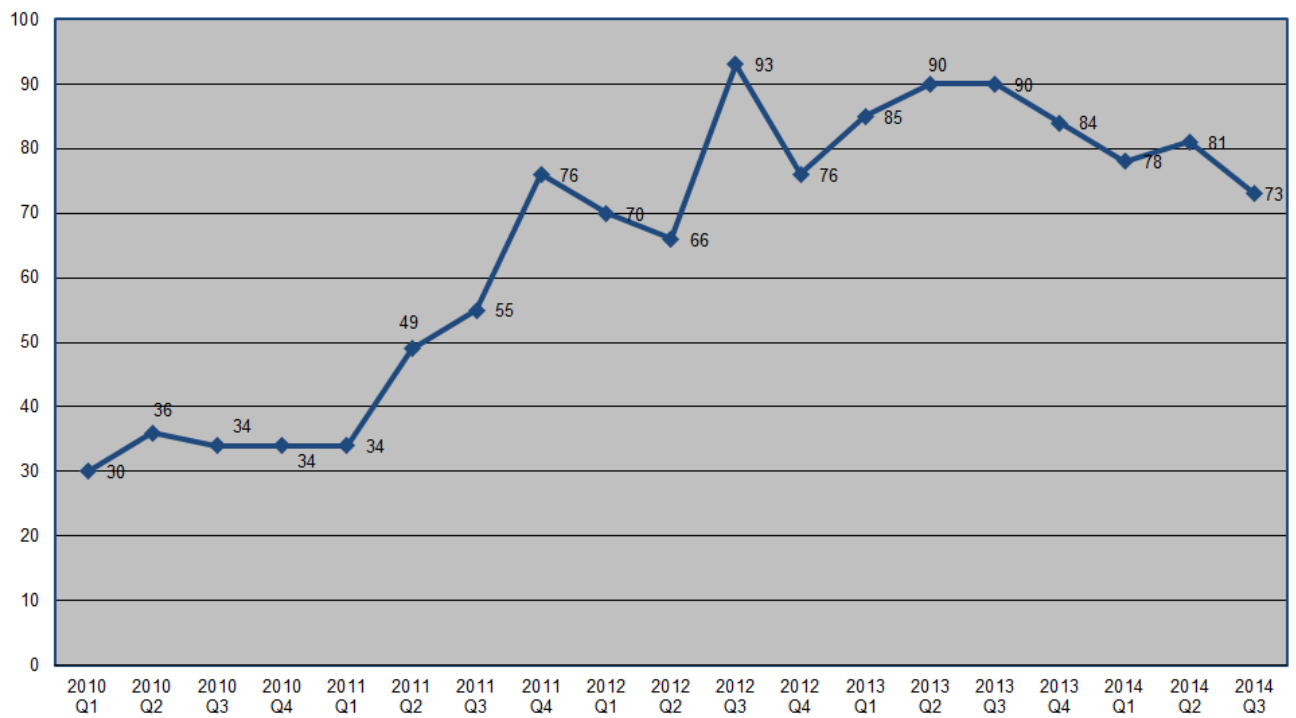
PI5 - Value of compensation events versus targets: There has been a slight increase in variations this quarter up to 1.58% but this has not affected the scoring and therefore this indicator remains at full marks. As variations increase over the year this may fall away.

PI6 - % of Compensation Events committed within 2 weeks: Committing of Compensation Events (CEs) has reduced this Quarter from 85.77% to 76.6%. This equates to 189 jobs out of 239 jobs being committed on time. The issues have been identified and have been reported through to the teams that are affected.

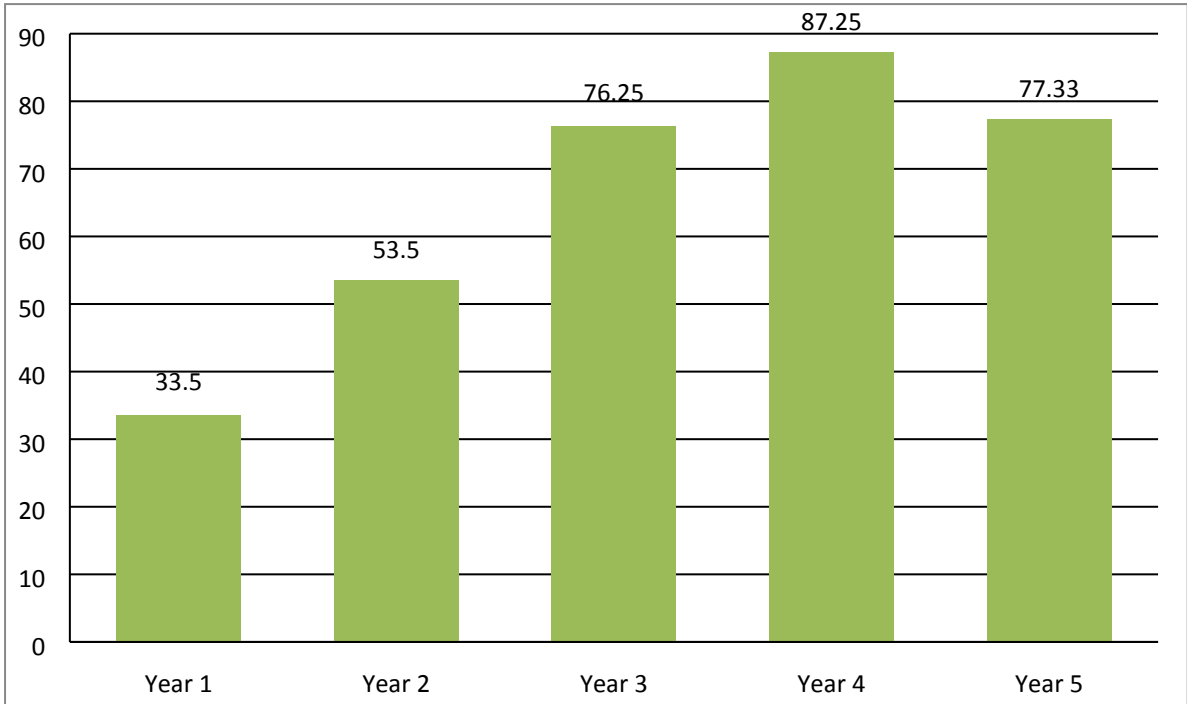
Overall Commentary

The Client Indicator has dropped by 8 points this Quarter, from 81 points to 73 points. This is mainly down to a poor Quarter for PI6 which saw a major drop in points.

Actions to further improve performance are given in Appendix 4.



Client Performance Scores over the Contract Period.



Client Performance yearly average totals

Alliance

Lincolnshire Highways Alliance			PERFORMANCE DASHBOARD												Quarter 3					TREND	
KPI	INDICATOR	TARGET	RESULT	SCORE	0	5	10	15	20	25											
1	Nett positive press coverage	Quarter 3 = 39.98%	20.00%	0																=	
2	Satisfaction with the condition of the highways	0% or greater	-0.20%	15																	=
3	Tasks delivered against the agreed Client programme - monthly	95% or greater	90.90%	12																	=
4	Relationships scoring	Quarter 2 = 7.785	7.5	0																	=
6	Creation of an agreed programme	31st October	31st October	15																	=
				TOTAL	42											=					

Alliance Performance commentary 2014/15 Q3

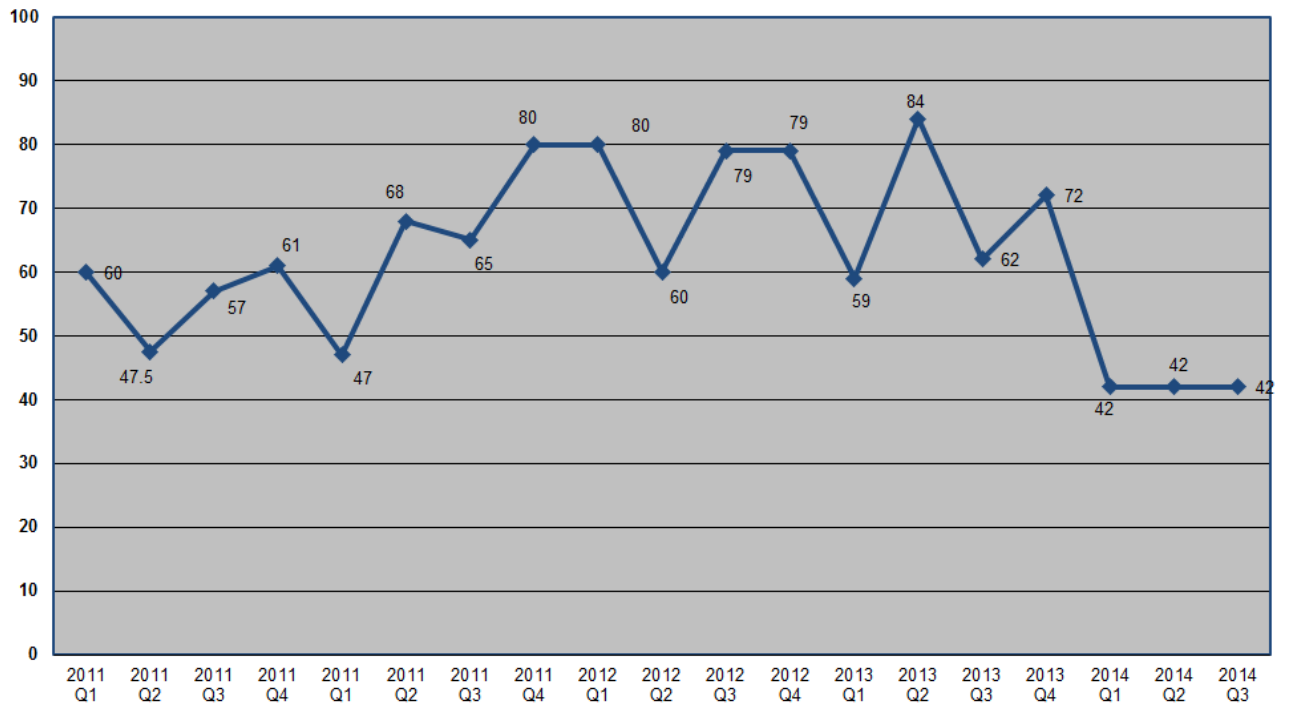
KPI1 - Net positive press coverage: The percentage of positive press articles is again down on the previous quarter – down from 28% to 20%. Positive stories this Quarter were funding for potholes, Canwick Road improvements, and the yearly Gritter blessing. There was no trend in negative stories. Negative stories only made up 4.3% of the total.

KPI2 - Satisfaction with the condition of the highway: This is annual data, and as reported last quarter, the figure for 2014/15 was a drop of 0.20% in satisfaction.

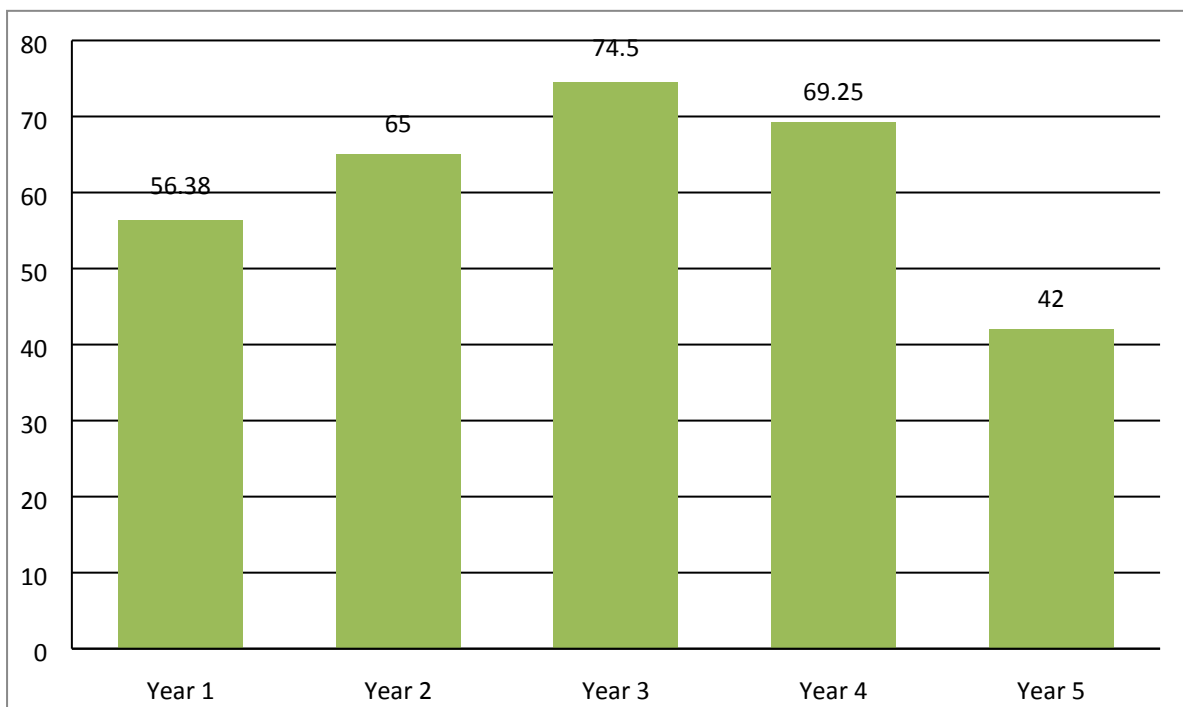
KPI3 - Tasks delivered against the agreed Client programme (monthly): There has been a slight decrease in this indicator from 91.90% to 90.90% this Quarter.

KPI4 - Relationship Scoring: The relationship score is slightly down from 7.53 last quarter to 7.50. This is short of our target of 7.785 and therefore no points are scored. Improving this is a focus for all Alliance partners.

KPI6 - Creation of an agreed programme: The programme was issued on time, full marks awarded.



Highway Alliance scores over the Contract period.



Highway Alliance yearly average totals

Conclusion

Overall performance has remained consistent over all five dashboards. Again the Alliance KPI remained at the same score and needs all Alliance partners to focus on improving it.

Performance across the Highway Works Term Contract score remains good but has reduced slightly this quarter – from 78.5 to 77 points. This mainly due to dropped points in KPI 10 Quality assessment of workmanship – this is expected to recover over the next quarter. Overall this is still a good performance.

The Professional services contract has seen a slight increase of 0.1 points. The focus remains on delivery to time and cost. The overall score for the year remains well above the threshold needed and is at an all time high.

The Traffic Signals Contract has remained stationary this quarter but continues to remain at a high level.

The Client Indicators has dropped 8 points this quarter – this due to a poor quarter results for KPI6 percentage of Compensation Events committed within 2 weeks. Other areas have recovered over the Quarter. The focus will continue to be on programming and management of target costs, and compensation events.

The Alliance Indicator has maintained its low score which is a concern, and reflects the strategic outcome nature of the indicators such as press articles and annual public satisfaction score.

Darrell Redford
February 2015

Appendix 1 – Highways Works PI Improvement Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 1	Street Lighting	After monitoring the last two quarters results, meetings are now taking place to discuss issues over workload and manpower to see if the KPI needs to be tweaked. This will reflect the decrease in manpower available to the contractor.	Target Cost and Performance Manager and Kier Officer.	April 2015 Q4 – Year 5	
KPI 5	Acceptable site safety assessment	Monitor the number of assessments taking place each month. Kier Officer to review all failed assessments to see if they are accurate.	Target Cost and Performance Manager and Kier Officer.	April 2015 Q4 – Year 5	
KPI 10	Quality assessment of workmanship	Regular Quarterly meeting between Divisional staff and Contractor to discuss and rectify issues	Target Cost and Performance Manager, Kier Officer and Divisional Officers.	April 2015 Q4 – 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	Mar 2015	
PSP 4, 5, 6 & 7	Delivery to time and cost	Support introduction of improved IT functionality for programming. Development work continues, but creation of appropriate reporting mechanisms is proving challenging due to scale of the programme.	CF / Kier	August 2014	

Note: Targeted actions cover all indicators where there has been a decline in performance supplemented by any specific timed actions for improvement. 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 6	CE's committed within Timescale	Assess all CE's committed by Officer to see if there is a pattern. Report information on Divisional Dashboard and to the monthly NDM's meeting. Include TSP in the process	Network and Development Managers and TSP management.	April 2015 Q4 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	April 2015 Q4 Year 5	
KPI 4	Relationship Management	Further work taking place to investigate issue which are effecting scoring.	Contracts Manager/Target Cost and Performance Manager	April 2015 Q4 Year 5	

Appendix 5 – Traffic Signals Term Contract Indicator Actions

Indicator	Description	Action	Owner	Target Date	On Track
PI 10	% Annual Inspections Completed Per Annum	Annual Inspections are lagging slightly behind programme Corrective action by Imtech required to bring Inspections back on target.	Adrian Foster Imtech	31st March 2015	
PI 6	% Task Orders completed on Time that LCC have specified the completion date	Task orders for completion on time have slipped during Q2, corrective action has been actioned with the administration team, to correctly log any changes to timescale. During Q3 this has improved by 0.79%, currently at 94.3%	Adrian Foster Imtech	31st March 2015	

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

Report to:	Highways and Transport Scrutiny Committee
Date:	20 April 2015
Subject:	Future Service Delivery

Summary:

This report provides an update to the Highways and Transport Scrutiny Committee on the ongoing work with Cranfield University and the recent Highways Maintenance Efficiency Programme (HMEP) Peer Review of highway services.

Actions Required:

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

1. Background

- 1.1 The Highways Service has engaged in a variety of benchmarking activity to provide assurance that it is delivering effective, efficient and value for money services. These include comparative benchmarking of tender and scheme costs, Frontier Benchmarking through the Highways Maintenance Efficiency Programme (HMEP) and a Strategic Value for Money Review by Cranfield University. The outputs from this activity all indicate that the current delivery methods such as the Highways Alliance provide class leading levels of efficiency.
- 1.2 Whilst much of the benchmarking activity provides assurance about the current levels of value for money, the work with Cranfield University and the recent HMEP Peer Review offer guidance on service changes which have the potential to improve the quality of services, the value for money they offer or a combination of both. This report therefore focusses on the work with Cranfield University and the recent HMEP Peer Review.
- 1.3 Cranfield University

The work with Cranfield University began in 2013 with a Strategic Value for Money Assessment of the Highways Service indicating a medium-high

rating for both economy and efficiency and identifying options for business and operating model changes including:

- Improved processes training and compliance
- Service quality promotion
- Structural consolidation
- Lean Processes redesign and improvement
- And material re-use and innovation

The identified options resulted in a number of actions including:

- A further programme of process training for staff and an enhanced compliance framework
- A reduction from four to two divisions
- Lean process reviews for service areas
- And a comprehensive programme of schemes such as retread and recycling to improve our material re-use.

Current work is focussed on supporting our existing move to become a Commissioning Council, the segregation of reactive and programmed structures and the potential efficiencies offered by a move to two divisions.

1.4 HMEP Peer Review.

A Peer Review of the highways service was undertaken between 3rd and 5th March. Undertaken by a team of six reviewers they were asked to focus on five main areas of the services:

- i) The strategy for the highways service and contribution to the council's overall corporate objectives (with respect to moving to a commissioning model) and the Service's ability to contribute to the growth agenda
- ii) How the work done by Cranfield provides additional assurance about their contracting arrangements to ensure potential from all of our arrangements is being maximised.
- iii) Whether the service is doing enough in relation to shifting the balance of delivery from reactive into preventative maintenance and its strategic and operational approach to asset management
- iv) Validating the potential to Lincolnshire from regional consolidation as one of the emerging solutions to the financial challenge. This is also with reference to the emerging outcomes from the HMEP Frontier Benchmarking work
- v) To recognise and validate improvements and any notable practice whilst also signposting to practice from elsewhere which would be of benefit to Lincolnshire

The Review Team fed back their findings at the end of the three day review and a copy of their feedback presentation can be found in Appendix A.

The Review Team returned for an Action Planning day on 31st March 2015 to look at each of the areas for consideration highlighted in the review and how and when they would be taken forward. Work is ongoing in developing this further and progress will be reported in more detail at the next scrutiny meeting.

2. Conclusion

The work with Cranfield University and the HMEP Peer Review will act as the foundations for how we deliver the service in the future with regular reports to scrutiny on how we are progressing.

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	Highways Maintenance Efficiency Review Feedback Presentation

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.

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Lincolnshire County Council

Highways Maintenance Efficiency Programme (HMEP) Strategic Review

3-5 March 2015

www.local.gov.uk

This peer challenge feedback

- The peer team
- The process and themes
- Feedback in key questions format
 - Strengths
 - Areas for consideration
- Your reflections and questions
- Next steps

The peer challenge process

- It is part of the Highways Maintenance Efficiency Programme (HMEP) offer to support sector-led improvement
- Not an inspection – invited in as “critical friends”
- Non attributable information collection
- People have been open and honest
- Very grateful for support – in particular from Brian Thompson, Amanda Manns, Sue Groves and other colleagues
- Our feedback based on the triangulation of what we have read, heard and seen a range of views. These have come from across the political spectrum and throughout the organisation and from some partners.

The Strategic Review process

Pre-onsite

- Agreeing scope
- Document and data analysis

Onsite

- A range of meetings
- Collation of information and triangulation
- Feedback presentation

HMEP Strategic Review-Core Components

1. Context and priority setting: This looks at assessing how the council's delivery takes into account national and local transport policy, corporate vision, stakeholder expectations, legal and financial constraints
2. Planning and performance: This covers the council's strategy, performance, data and information, and lifecycle planning and works programmes
3. Enablers: This component focusses on leadership, risk management, asset management, and performance monitoring
4. Delivery: This considers programme and service delivery and procurement

The team were asked to focus the HMEP Strategic Review for Lincolnshire in five main areas:

Lincolnshire County Council Focus areas

Team's view on:

- The strategy for the highways service and contribution to the council's overall corporate objectives (with respect to moving to a commissioning model) and the Service's ability to contribute to the growth agenda
- How the work done by Cranfield provides additional assurance about their contracting arrangements to ensure potential from all of our arrangements is being maximised.
- Whether the service is doing enough in relation to shifting the balance of delivery from reactive into preventative maintenance and its strategic and operational approach to asset management
- Validating the potential to Lincolnshire from regional consolidation as one of the emerging solutions to the financial challenge. This is also with reference to the emerging outcomes from the HMEP Frontier Benchmarking work
- To recognise and validate improvements and any notable practice whilst also signposting to practice from elsewhere which would be of benefit to Lincolnshire

The Peer Challenge Team

1. Mark Kemp (Oxfordshire County Council)
2. Councillor Mac McGuire (Cambridgeshire County Council)
3. Tom Blackburne-Maze (Cambridgeshire County Council)
4. Andrew Loosemore (Kent County Council)
5. David Walters (Staffordshire County Council)
6. Ernest Opuni (Local Government Support Team, Local Government Association)

Context and Priority Setting - Strengths

1. There is very strong political support for the Highways Service and the Highways Alliance
2. There is strong senior management team support for the Highways Alliance.
3. Recognition that the process Highways followed to develop the Alliance has contributed to the corporate vision for commissioning.
4. External stakeholders and alliance partners value the good relationship with Lincolnshire County Council.
5. The council have done really well in protecting the highways maintenance budget in difficult financial times.

Context and priority setting – areas for consideration

1. Commissioning – clear vision at the top of the organisation but how well is this understood at all levels of LCC, stakeholders and alliance partners?
2. How do you ensure that the Commissioning Strategy does not detract from the delivery of necessary further efficiencies?
3. How do you ensure that the desire to deliver a consistent highways maintenance service and the cultural changes required to deliver that are not confused with the corporate change to a commissioning organisation?
4. Are you taking advantage of the full potential for collaboration with other Highways Authorities?
5. How well do all staff understand and accept the financial pressures ahead?

Planning and Performance - strengths

1. Quality of data and a strong evidence base has had a positive influence on protecting budgets/maintaining resourcing levels for Highways
 2. There are good examples of an Asset Management approach to service delivery.
 3. LCC recognise the different skills and competencies required by Commissioners and Business Units for the new approach to delivery.
 4. The Commissioning approach provides opportunities for breaking down silos and encouraging greater collaboration across different parts of the council and partners in delivering corporate priorities.
 5. Commissioners are clear that the move to the Commissioning model is not simply about outsourcing but is rather a means of finding the right delivery model to achieve the best outcomes for Lincolnshire.
-

Planning and Performance – areas for consideration

1. How do LCC ensure that the programme developed in the autumn is sufficiently robust to allow efficient planning and delivery by partners?
2. Is all data captured to ensure you have a sufficiently clear picture for a comprehensive, consistent asset management approach across all of the Service's functions?
3. There is more still to do to communicate the value of an effective asset management approach to some external stakeholders (for example Town Councils, Parish Councils and the wider public). This is important for management of expectations as the service becomes more proactive.
4. Is there a risk to public perception of the Service as a result of the system changes (such as LAGAN and Agresso) and organisational change if these are not implemented properly?
5. The value and philosophy of the commissioning approach needs to be 'sold' to staff below the level of the senior management team.

Enablers - strengths

- 1.The new leadership team have a clear vision of the future.
- 2.There is strong political leadership to the service.
- 3.There is effective scrutiny of the service.
- 4.There are good examples of effective asset management practice in the service.
- 5.We have identified examples of good joint performance and a framework which drives improvement within the alliance.

Enablers – areas for consideration

1. How effectively is the data collected about the network being used as a tool to deliver the best outcomes?
2. How fully are the opportunities and risks associated with the delivery of the service identified and apportioned (outputs v outcomes)?
3. There would be clear benefits from developing a Highway Asset Management Strategy and Highways Infrastructure Asset Management Plan (HIAMP) aligned with the new LCC's commissioning outcomes.
4. Do your current performance frameworks align with the Authority's new Commissioning framework outcomes?

Delivery - strengths

1. Clear commitment from staff and a desire to deliver the best for the communities of Lincolnshire. Clear pride and passion in delivering to a high quality.
2. There are good, open relationships within the Alliance. These are evidenced by the openness and honesty demonstrated in the shared approach to addressing challenges and problems.
3. There are examples where centralised programming works well and gives visibility
4. There is recognition of the benefits of an asset management approach with a focus on preventative treatments moving from reactive to proactive delivery.
5. The TSP partnership demonstrates a commitment to sharing best practice and delivers effectively on the principle of a 'one brand', seamless model

Delivery – areas for consideration

1. How do you gain support from organisational development to achieve a consistent culture and behaviours across the alliance?
2. How well are the various teams across a large organisation aligned to a consistent and better coordinated Business Unit approach to service delivery?
3. How will you ensure that innovation can thrive and contribute positively to your aspirations for a continuously improving delivery of the service?
4. How effectively are you closing the customer journey/engagement loop? “You said/we did and how did that feel for you” is a critical element of the commissioning journey.
5. Do the Alliance contract arrangements and mechanisms frustrate efficiency of delivery and financial management and control?

Headline messages

- You are on a very ambitious change programme both corporately and within the highways maintenance service (supported by the Cranfield work).
- The commissioning approach will present opportunities to work across the wider organisation to deliver highways outcomes and for highways maintenance to contribute to other corporate objectives.
- Reappraise the asset management approach in the context of the new commissioning strategies.
- There are opportunities to deliver efficiencies to support the financial challenges that the organisation face.
- Consider whether a dedicated resource is needed to support the highways maintenance change programme.

Headline messages

- There appears to be limited appetite for regional consolidation and a difficulty given the size and geographic location of the County. However there is positive engagement with the MHA and further consideration could be given to relationships with neighbouring authorities.
- The significant change journey will take time.
- Overall the service has strong political and officer leadership and staff with a pride in and passion for the service they deliver. This prepares you well for the change journey you are on.

Your reflections & questions?

Next steps

- We will give you time to reflect on the messages from today and give some thought to how you wish to take this forward
- A follow-up Action Planning Day is planned for **31 March 2015**. This will allow you take turn some of these reflections into action.
- You determine the shape and outcomes you want for the day and the team has made itself available to support this as you see fit.
- We will stay in touch with you between now and the Action Planning to agree the input you would find most valuable from the team.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	20 April 2015
Subject:	Speed Management in Lincolnshire - Traffic Policy for Schools

Summary:

This report invites the Highways and Transport Scrutiny Committee to consider a draft Traffic Policy for Schools as part of the Speed Management in Lincolnshire Review. Subject to the agreement of the Committee, the report will be submitted to the Portfolio Holder for Highways, Transportation and IT for his consideration and approval prior to public consultation.

Actions Required:

1. To approve, or to approve with amendment, the attached draft Traffic Policy for Schools as part of the Speed Management in Lincolnshire Review.
2. To agree that the policy should be submitted to the Portfolio Holder for Highways, Transportation and IT for his approval prior to public consultation.

1. Background

On 9th March 2015, the Highways and Transport Scrutiny Committee approved for consultation the revised Speed Limit Policy and agreed that it be consulted upon in conjunction with a new policy to address speed and/or congestion issues outside schools.

A policy has now been developed to enable individual school locations to be considered to improve issues with respect to speed and/ or congestion and this is attached at Appendix A.

The introduction of this Policy recognises that each individual school site has its own unique issues that may need to be addressed and improvement measures considered for implementation.

This Policy is aimed at setting out a process to improve safety concerns that can be supported by Head Teachers, Governors and the local community and that is tailored to their specific location.

The policy outlined in this document should be followed in order to determine the appropriate measures required to improve road safety at school sites across Lincolnshire.

2. Conclusion

Following the Executive response to the Speed Management in Lincolnshire Scrutiny Review and the Action Plan, this draft policy includes a menu of options that can be considered and tailored to assist in improving specific speed and/or congestion related issues outside schools. These options are shown in Tables 1 and 2 of the Policy.

Some of the proposed measures require a statutory process to be followed and a Traffic Order to be made and if this is the case the appropriate enforcement either by the Police or Civil Enforcement Officers is required.

A flowchart is also included that explains the process to be followed to reach the most suitable solution.

In addition, the policy explains that schools should work in partnership with the County Council and that they should support any proposals put forward and review / update their School Travel Plan accordingly.

It is intended to carry out the consultation of this Traffic Policy for Schools in conjunction with the Speed Limit Policy as part of the Speed Management in Lincolnshire Review. The results of this consultation process will be evaluated and reported back to this Committee later this year.

With respect to any likely additional workload, it is expected that these costs will be met from existing budgets and staff resource levels. Requests will be considered in line with available resource and dealt with on a case by case basis taking into account the local concerns including the nature of the request and level of risk associated with individual school sites.

It is proposed that priority will be given to any high risk site where the request is supported by a Police incident number or has been received directly from the school with supporting evidence of the high level of risk following a recent incident.

3. Consultation

a) Policy Proofing Actions Required

Not applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Traffic Policy for Schools

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
Review of Speed Management in Lincolnshire Final Report	County Offices, Newland, Lincoln

This report was written by Graeme Butler and Andy Wharff, who can be contacted on 01522 550445/555738 or graeme.butler@lincolnshire.gov.uk and andy.wharff@lincolnshire.gov.uk.

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Lincolnshire Traffic Policy for Schools

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CONTENTS	PAGE
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Introduction	3
General Guidelines	4
1. Existing Policies	6
1.3 Speed Limits	6
1.5 School Safety Zones	6
1.6 Pedestrian Crossings	6
1.7 Traffic Calming	6
1.8 School Crossing Patrols	7
2. Speed Related Measures	8
3. Congestion Related Measures	10
4. Consultation Process	12
4.2 Statutory Process	12
4.4 Non-Statutory Process	12
5. Enforcement	12
6. Appendix A – Flow Chart	13

INTRODUCTION

Following the recommendations from the Speed Management for Lincolnshire Review, this Policy has been developed to enable individual school locations to be considered for measures to improve speed related or congestion related issues.

The introduction of this Policy recognises that each individual school site has its own unique issues that may need to be addressed and improvement measures considered for implementation.

This Policy is aimed at setting out a process with options to improve safety concerns which can be supported by Head Teachers, Governors and the local community and that is tailored to their specific location.

The policy outlined in this document should be followed in order to determine the appropriate measures required to improve road safety at school sites across Lincolnshire.



GENERAL GUIDELINES

For the purposes of implementing this policy the following guidelines must be applied:

Mandatory Speed Limits

- (i) The traffic order process for mandatory speed limits as outlined in the current Speed Limit Policy is to be followed when introducing any permanent speed limit, including 20 mph limits and zones and street lighting criteria.

Signing of Speed Limits

- (i) The general principles of signing a speed limit must be in accordance with the current Traffic Signs Regulations and General Directions (TSR&GD), Road Traffic Regulation Act (including any Special Directions) and the current Speed Limit Policy.

Illumination

- (i) The current TSR&GD provides details of illumination requirements for all signage.

Painted Roundels

- (i) In accordance with the current TSR&GD, roundels painted on the carriageway may be placed in conjunction with an upright terminal or repeater sign. However 30mph repeater signs are not permitted in street-lit areas.

General Signing and Markings

- (i) The current TSR&GD provides details of all signing and markings requirements and these are to be followed when considering options for implementation of measures outside schools. These can include warning signs, information signs and carriageway markings.

School Travel Plans

- (i) The County Council has a duty under the Home to School Travel and Transport Guidance published by the Department for Transport in July 2014, to promote the use of sustainable travel and transport by the development of School Travel Plans and for these to be regularly updated.
- (ii) It is a requirement that a School's Travel Plan will be reviewed and updated, as necessary, should any improvements be made in accordance with Sections 2 and 3 of this Policy.



1. EXISTING POLICIES

- 1.1 This Policy is considered as the over-arching policy when considering traffic and safety improvements outside statutory age schools.
- 1.2 However when considering the options available, as outlined in Sections 2 and 3 below, the following existing policies should also be referred to when developing improvements at school sites where there are specific or unique issues to be resolved, such as mandatory speed limits, school safety zones, formal crossing facilities, traffic calming, school crossing patrols.

Speed Limits

In accordance with the County Council's current Speed Limit Policy:

- 1.3 All statutory age schools will have a maximum speed limit of 30mph in place for a distance of 150m to 250m either side of the main pedestrian entrance and with discretion at secondary accesses.
- 1.4 20mph speed limits may be introduced but are currently only considered and applied if appropriate to Accident, Investigation and Prevention (AIP) schemes which meet the necessary AIP funding criteria.

School Safety Zones

- 1.5 In accordance with the County Council's School Safety Zone Policy the option is already available for all statutory age schools to apply for such a scheme and this should be considered as one of the options when addressing traffic issues at schools.

Pedestrian Crossings

- 1.6 The current pedestrian crossing policy should be followed to determine whether a formal crossing facility is justified and suitable for individual school sites where there is a specific need.

Traffic Calming

- 1.7 The current traffic calming policy should be followed to determine whether such measures are justified and appropriate for individual school sites with a specific speed related issue.

School Crossing Patrols

- 1.8 The current schools crossing patrol policy should be followed to determine whether a patrol is justified and suitable. Any assessment required should be carried out by the Road Safety Officers within the Lincolnshire Road Safety Partnership in accordance with this Policy.



2. SPEED RELATED MEASURES

2.1 There are a number of options that can be considered and tailored to assist in improving specific speed related issues outside schools and these should be discussed with school representatives prior to considering initial assessment of the options in Table 1 below. These options should be considered in the priority order within the table taking into account the advantages and disadvantages of each option.

Table 1

	Option	Comments
1	General signing and marking measures	<ul style="list-style-type: none"> • The most basic measure • Low cost • No traffic order required • Highlights school location
2	Flashing warning signs at school times only	<ul style="list-style-type: none"> • No traffic order required • Higher visual impact • Higher cost including ongoing maintenance • Associated with school crossing patrol
3	School Safety Zone	<ul style="list-style-type: none"> • Includes advisory 20mph speed limit • No traffic order required • Low cost • High visual impact • Informal crossing point may be included • Non-enforceable • May be unsuitable at certain schools • Displaces parking away from school
4	Mandatory Speed Limit (standard plain signs)	<ul style="list-style-type: none"> • Includes 20mph speed limit • Enforceable • Traffic order required • Medium cost • Resource implication • Introduced as part of measures outlined in paragraph 1.4 above
5	Mandatory Speed Limit (part time variable message signs)	<ul style="list-style-type: none"> • Only for 20mph speed limits [*](see 2.4 below) • Enforceable • Variable limit at school times only • Traffic order required • High cost • Resource implication • Ongoing running & maintenance costs • Only suited for isolated rural locations

Option		Comments
6	Traffic Calming Measures	<ul style="list-style-type: none"> • No traffic order required but a statutory process may be necessary • Wide consultation process • Self-enforcing • Physical measures • Medium/High cost • Resource implication • Ongoing maintenance costs • Only suited for urban locations
7	Formal Crossing Facilities	<ul style="list-style-type: none"> • Statutory process required • High cost • Resource implication • Ongoing maintenance costs • Only suited for urban locations • Could include school crossing patrol

- 2.2 In Options 4 and 5 in Table 1 above, where a mandatory 20mph speed limit is proposed this shall be subject to a paper being submitted to Planning and Regulation Committee which shall include all relevant information relating to collision data, traffic flow and mean speed data, together with any comments from the School, Town/Parish Council, Lincolnshire Road Safety Partnership and the local County Councillor.
- 2.3 The option is available to consider the use of the Community Speed Watch Initiative to address any short term/temporary speed related issues. However this should not be considered as a permanent solution.
- 2.4 Current Department for Transport Guidance states that variable message signs are only permitted for 20mph speed limits. However, if there is a request for a variable speed limit at another level, then special authorisation will have to be obtained, but this cannot be guaranteed to be successful.

3. CONGESTION RELATED MEASURES

- 3.1 There are a number of options that can be considered and tailored to assist in improving specific congestion related issues outside schools and these should be discussed with school representatives prior to considering initial assessment of the options in Table 2 below. These options should be considered in the priority order within the table taking into account the advantages and disadvantages of each option.

Table 2

Option		Comments
1	Parking measures off highway	<ul style="list-style-type: none"> • Should be initial consideration • Could be on school or other third party land • Consider the risk • No cost to Highway Authority • Potential costs for school
2	General signing and marking measures	<ul style="list-style-type: none"> • The most basic measure • Low cost • No traffic order required • Highlights school location
3	'School Keep Clear' (zig-zags) on school side only	<ul style="list-style-type: none"> • Can be advisory or mandatory (enforceable) • Low/medium cost • Displaces parking away from school entrance • Stopping prohibited if mandatory • Specific length criteria (25-45m approx.) • Often suitable for rural locations
4	'School Keep Clear'/zig-zags on both sides	<ul style="list-style-type: none"> • Can be advisory or mandatory (enforceable) • Low/medium cost • Can impact on residential properties • Displaces parking away from school entrance • Stopping prohibited if mandatory • Specific length criteria (25-45m approx.) • Provides improved visibility (for pedestrians wishing to cross) • More suitable for urban locations

Option		Comments
5	School Safety Zone	<ul style="list-style-type: none"> • Includes advisory 20mph speed limit • No traffic order required • Low cost • High visual impact • Informal crossing point may be included • Non-enforceable • May be unsuitable at certain schools • Displaces parking away from school
6	Mandatory Waiting Restrictions only	<ul style="list-style-type: none"> • Enforceable • Traffic order required • Can be tailored to each location in time & length • Can drop off or pick up passengers on waiting restrictions • Parking prohibited behind markings • Can displace parking away from school • Medium cost
7	Mandatory Waiting/Loading Restrictions	<ul style="list-style-type: none"> • Enforceable • Traffic order required • Can be tailored to each location in time & length • Can drop off or pick up passengers on waiting restrictions and loading restrictions • Parking prohibited behind markings • More suitable for urban areas • Can displace parking away from school • Medium cost
8	Mandatory 'School Keep Clear' combined with waiting and/or loading restrictions	<ul style="list-style-type: none"> • Enforceable • Traffic order required • Can be tailored to each location in time & length • Cannot drop off or pick up passengers on school keep clear markings • Can drop off or pick up passengers on waiting restrictions and loading restrictions • Can displace parking away from school • Medium cost
9	Formal Crossing Facilities	<ul style="list-style-type: none"> • Statutory process required • High cost • Resource implication • Ongoing maintenance costs • Only suited for urban locations

4. CONSULTATION PROCESS

- 4.1 This section covers the statutory and non-statutory process that should be followed when proposing packages of measures outside schools in relation to speed and/or parking.

Statutory Process

- 4.2 Any proposal that requires a mandatory speed limit to be implemented as part of the package of measures must follow the statutory process as outlined in the current Speed Limit Policy.
- 4.3 Any proposal that requires mandatory parking, waiting, loading restrictions or traffic calming measures to be implemented as part of the package of measures must follow the statutory Traffic Regulation Order or relevant consultation process.

Non-Statutory Process

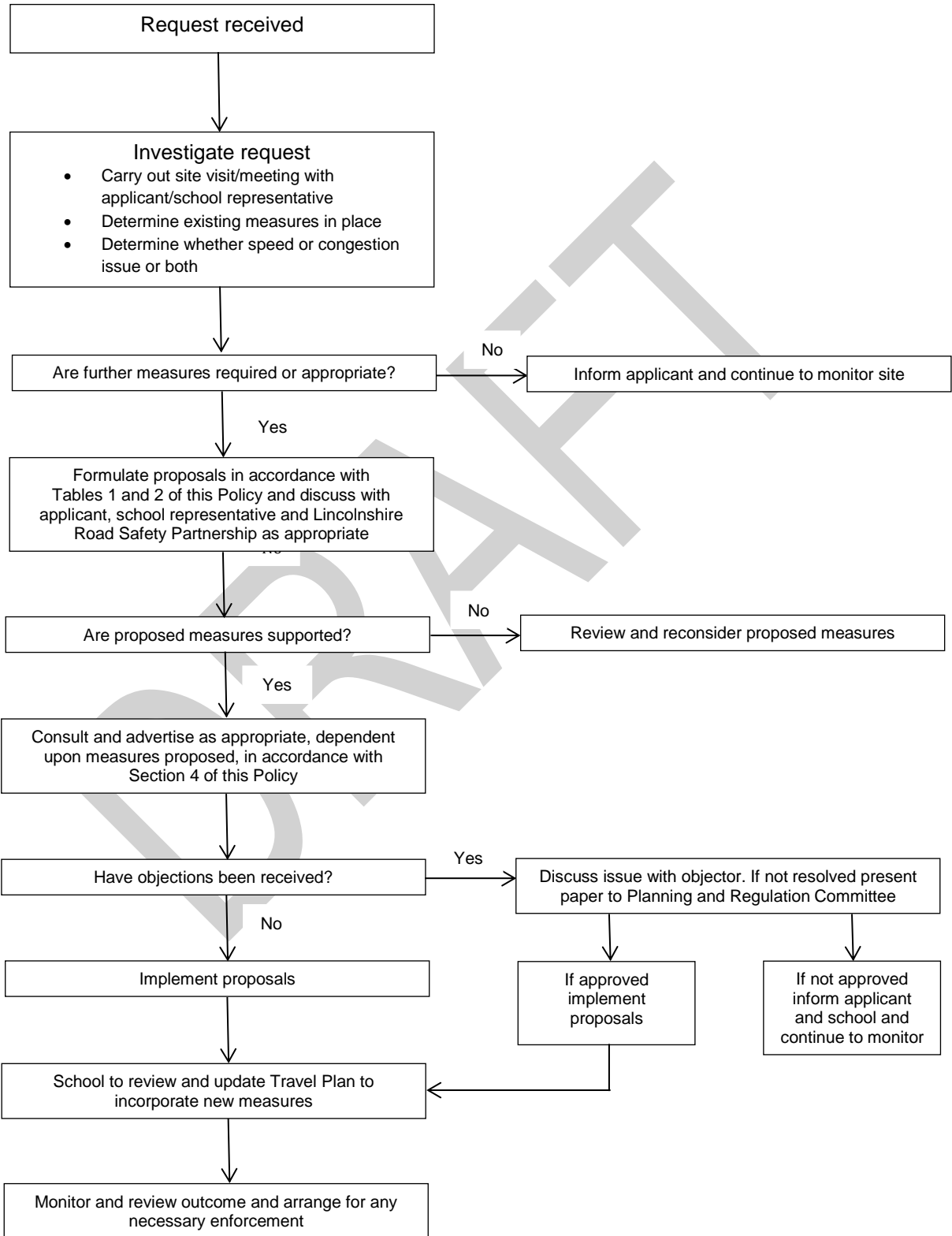
- 4.4 Before any consultation as outlined below is carried out, once a proposal has been formulated this should be initially supported by the school, parents and residents of the area. Following support being achieved the following non-statutory process should be followed:
- 4.4.1 Consult with local County Councillor, Parish/Town Council, District Council, Lincolnshire Road Safety Partnership (Chief Constable), Emergency Services and any bus company using the roads as part of a service, allowing a minimum of 21 days for comments.
- 4.4.2 Any adverse comments received should be considered and if not resolved satisfactorily should be reported to the Planning and Regulation Committee for a decision to be made whether the proposals should be implemented.

5. ENFORCEMENT

- 5.1 Since December 2012 parking enforcement in Lincolnshire is carried out by Civil Parking Enforcement Officers. This will enable parking enforcement outside schools to be included as part of this service and in accordance with the County Council's current Parking Policy and Parking Enforcement Guidance.

6. APPENDIX A - FLOWCHART

REQUEST FOR SPEED OR CONGESTION RELATED MEASURES



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Lincolnshire County Council, Environment and Economy

How to contact us:

If you wish to apply for a school site to be assessed you can contact us in the following ways:

By Post:

At the relevant Highways Division address shown in the link below:
<http://www.lincolnshire.gov.uk/full-contact-details-for-development-divisions/35318.article>

By telephone:

01522 782070

By email:

customer_services@lincolnshire.gov.uk

Visit our website:

www.lincolnshire.gov.uk

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Published (2015)



INVESTOR IN PEOPLE

Policy and Scrutiny

Open Report on behalf of Richard Wills, Director responsible for Democratic Services

Report to:	Highways and Transport Scrutiny Committee
Date:	20 April 2015
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

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

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

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

Chairman: Cllr Michael Brookes
 Vice Chairman: Cllr Andrew Hagues

<i>1 June 2015</i>		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Quarter 4 Performance Report – 1 January to 31 March 2015	Steve Willis, Chief Operating Officer	Performance Scrutiny
Road Surface Dressing	Paul Rusted, Infrastructure Commissioner	Status Report
Highways Maintenance Plan	Paul Rusted, Infrastructure Commissioner	Update Report

<i>13 July 2015</i>		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Winter Maintenance Roundup 2014/15	David Davies, Principal Maintenance Engineer	Update Report
Lincolnshire Highways Alliance	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny

<i>14 September 2015</i>		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Quarter 1 Performance Report – 1 April to 30 June 2015	Steve Willis, Chief Operating Officer	Performance Scrutiny
Winter Maintenance – Preparations for Winter 2015/16	David Davies, Principal Maintenance Engineer	Update Report
Civil Parking Enforcement Annual Report 2014/15	Mick Phoenix, Parking Services Manager	Update Report

26 October 2015		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Lincolnshire Highways Alliance	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny

To be scheduled

- Grantham Southern Quadrant Link Road Side Road and Compulsory Purchase Orders – Approval to Proceed
- Pedestrian Crossings
- Traffic Regulation Order Policy
- Total Transport Fund

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