



County Offices
Newland
Lincoln
LN1 1YL

18 November 2016

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 28 November 2016 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 L Foulkes, R G Fairman, N M Murray, Mrs A M Newton, A H Turner MBE JP and P J O'Connor

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
MONDAY, 28 NOVEMBER 2016**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 24 October 2016	5 - 12
4	Announcements by the Executive Councillor for Highways, Transport and IT and Chief Operating Officers	Verbal Report
5	Performance Report, Quarter 2 (1 July to 30 September 2016) <i>(To receive a report by Paul Rusted, Infrastructure Commissioner, in connection with the performance of the highways service including the Lincolnshire Highways Alliance, Major Highway Schemes Update and the Customer Satisfaction Information (including service specific complaints and compliments))</i>	13 - 42
6	Winter Maintenance Update - November 2016 <i>(To receive a report by Richard Fenwick, Engineer – Highways Maintenance, which invites the Committee to consider an update in the current Winter Maintenance season 2016/17 and the ongoing recruitment for new drivers)</i>	43 - 46
7	Highways Future Operating Model <i>(To receive a report by Paul Rusted, Infrastructure Commissioner, in connection with progress to develop a Future Operating Model for the highways service)</i>	47 - 54
8	Highways and Transport Scrutiny Committee Work Programme <i>(To receive a report by Daniel Steel, Scrutiny Officer, which provides the Committee with an opportunity to consider and comment on the content of its work programme for the coming year)</i>	55 - 60

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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.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE 24 OCTOBER 2016

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors A G Hagues (Vice-Chairman), D Brailsford, K J Clarke, G J Ellis, R G Fairman, R L Foulkes, Mrs A M Newton and A H Turner MBE JP

Councillors: C J T H Brewis, A Bridges, R G Davies, R A Renshaw and W S Webb attended the meeting as observers

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Nicola Casburn (HAMS Manager), David Davies (Principal Maintenance Engineer), Chris Miller (Environmental Services Team Leader (Countryside Services)), Lee Rowley (Senior Project Leader - Major Schemes), Paul Rusted (Infrastructure Commissioner), Satish Shah (Network Manager South), Daniel Steel (Scrutiny Officer), Steve Willis (Chief Operating Officer, Development Services), John Clark (Infrastructure Maintenance Engineer, Network Rail), Ashley Jackson (Operations Manager, Network Rail), Rachel Lowe (Communications Manager, Network Rail) and Gary Walsh (Area Director, Network Rail)

20 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors M G Allan and P J O'Connor.

The Chief Executive reported that under the Local Government (Committee and Political Groups) Regulations 1990, he had appointed Councillor G J Ellis in place of Councillors N M Murray for this meeting only.

21 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of interests were made at this stage of the meeting.

22 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 12 SEPTEMBER 2016

RESOLVED

That the minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 12 September 2016, be agreed as a correct record and signed by the Chairman.

23 ANNOUNCEMENTS BY THE EXECUTIVE COUNCILLOR FOR HIGHWAYS, TRANSPORT AND IT AND CHIEF OPERATING OFFICERS

No announcements were made.

24 MAJOR SCHEMES UPDATE

The Committee received a verbal update on Major Schemes with the following issues highlighted:-

- Lincoln East West Link – all works were expected to be completed by the end of October 2016 and an official opening was planned for 18 November 2016.
- Go Skegness – Gibraltar Point Cycle Path Phase 3 had been successfully completed; Lumley Road Bus Stops were currently being built; Roman Bank, Ingoldmells layby extension was due to start and finish before Christmas; A52 Bus Lane Extension and Cycle Path, tender awarded and work on site was expected to commence on site on 7 November 2016.
- Lincoln Eastern Bypass – subject to a more detailed report at minute 26.
- Sutterton Roundabout – scheme was currently out to tender with an expected start in January 2017. Scheme should provide a good return on investment because of improved traffic flow.
- Grantham Southern Relief Road – Phase 1 now completed. Phase 2 involved further discussions with the contractor about costs and Highways England about the diversion of a Public Right of Way.
- Street Lighting – the project was on schedule to be completed by March 2017.

A discussion between the Committee and officers ensued in which the following topics were covered:-

- It was understood that additional traffic lanes were to be installed on the approaches to Sutterton roundabout. Officers stated that the additional traffic lanes would increase the capacity of the roundabout and improve its efficiency. Councillor R G Davies stated that the Council was examining locations in the county where improvements could be made which would have a substantial effect on traffic flow with small investment. Officers agreed to circulate the Action Plan in connection with this proposed work to all Members.
- There was a shortage of information about the Street Lighting Transformation Project in the Stamford area. It was noted that details about the project had been in the local press and the County News, it was requested that the local radio station should also be used. Officers agreed to investigate this request and would also examine if all of the Parish Councils and Stamford Town Council had been informed.

RESOLVED

That the report, comments made by the Committee and the responses of officers, be noted.

25 ENHANCING OUR USERS' EXPERIENCE UPDATE

The Committee received a progress report in connection with Enhancing Our Users' Experience with regard to Highways and Transportation Services.

Officers had hoped to give a demonstration of the Highway Fault Reporting Online System (LAGAN) but there were still on-going technical issues which required resolution. Officers stated that due to changes in the Highways staffing structure the Communications Strategy had been delayed until 2017. Officers stated that many of the activities to improve customers' experience, undertaken with Kier (the Council's Highways Alliance partner) had been completed and the main issue now was the training of staff by Kier and the Council in 2017.

Officers stated that overall good progress had been made and they would notify all Members details of parish councils in Member's Electoral Division to enable them to share information about highways matters with their parish councils.

A discussion between the Committee and officers included the following topics:-

- When would the LAGAN demonstration be arranged? Officers stated that a demonstration of the LAGAN system would be arranged in early December 2016 and, in addition, consideration was being given to arranging the same demonstration to a Parish Council cluster meeting. Councillors C J T H Brewis and W S Webb offered their parish council cluster to become involved in the trial arrangements for the dissemination of information about highways matters.
- What were Serco's reasons for failing to solve the issues of access to LAGAN? Officers stated that they had not been involved directly in the contract arrangements but were aware there had been system issues which had prevented the operation of the LAGAN.
- Could a shorter URL address be provided for the public to view the Highways Planned Works Programme site on the Council's website? Officers agreed to investigate this request.
- When LAGAN was operational would the Council save money? Officers hoped that LAGAN would save the Council money when it was operational.
- Would LAGAN allow users to interrogate the system? Officers stated that as part of the development of LAGAN interrogation of the system by users was being examined by Serco.

RESOLVED

(a) That the report be noted and that the issues raised by the Committee be actioned by officers.

(b) That a further progress report be submitted to the Committee in six months.

26 THE A15 LINCOLN EASTERN BYPASS - CONSTRUCTION CONTRACT

The Committee received a report in connection with pre-decision scrutiny of the contract for the construction of the A15 Lincoln Eastern Bypass before it was

considered by the Executive Councillor for Highways, Transport and IT on 1 November 2016. The Bypass would provide a new 7.5km single carriageway relief road that would link the A158 Wragby Road in the north to the A15 Sleaford Road in the south. The new route would be classified as a A15 on opening and would be subject to a 60mph speed limit.

A discussion between the Committee and officers included the following topics:-

- What lessons had been learnt from the delay caused by the disruptive possession of the track? Officers stated that Network Rail was required to go through a complex process before possession took place and discussions regarding possessions could not take place until a contract with the Council was in place.
- The costs estimate had increased but the possibility of a reduction in costs was welcomed.
- While accepting that the project was complex it was important that Members were kept informed as soon as possible of any potential issues that might be a cause of concern.
- Who determined the amount of compensation paid to the train operators due to track possession? Officers stated that Network Rail was responsible for setting the compensation payments and because the level of disruption was unknown at this stage this information was unavailable.
- The problems caused by track possessions were due to the fact that the rail operators were private commercial operators. If there was a derailment Network Rail would act a lot quicker to find diversionary routes. Officers reiterated that Network Rail was required to follow a detailed process in possession cases but officers agreed that there should be a quicker way of doing this or that they should start discussions earlier.
- What arrangements were in place to manage costs? Officers stated that it was proposed to set up a team on site to manage costs. Information supplied by Carillion, the proposed contractor, gave confidence that measures were in place to ensure that the project was delivered on time and on budget. The Committee would be kept informed of the progress in the Major Schemes report.
- Officers stated that they would examine arrangements for the Committee to visit the project during construction.
- Had the Council accounted for any additional work in case the By-pass was expanded to a dual carriageway? Officers stated that the Council had taken into consideration any future expansion of the By-pass to a dual carriageway. For example, all of the new roundabouts were designed to accommodate a dual carriageway, drainage ponds, etc, were able to deal with dual carriageway runoff and where possible structures were designed to incorporate the additional span for the carriageway. The only parts of the project which were not future proofed in this respect were the crossings of the River Witham and the Lincoln to Market Rasen railway line.
- Who was responsible for inflation costs? Officers stated the inflation costs were a small part of the project and had been accounted for by the Council.
- When the By-pass was completed new signage would be required to re-route vehicles, particularly HGVs, away from the Cathedral area of Lincoln. Officers

stated that the By-pass would form part of the new A15 which had been agreed with the Department for Transport and new signage would be installed to advise all traffic of the new strategic route.

- Officers confirmed that disruption during construction would be minimised where possible. The majority of the scheme would be in fields with potential disruption occurring during construction of the roundabouts.

RESOLVED

(a) That the recommendations to the Executive detailed in the report be supported.

(b) That the comments made by the Committee, responses given by officers, be noted and passed to the Executive Councillor.

27 UPDATE TO THE WINTER MAINTENANCE PLAN

The Committee received a report in connection with an update to the Winter Maintenance Plan to take into account new national guidance and the results and recommendations from the Winter Maintenance Working Group's report. Officers stated that Appendix C of the report highlighted the key changes between July 2013 and October 2016 Winter Maintenance Plans.

A discussion between the Committee and officers included the following topics:-

- What was the latest position in connection with the appointment of HGV drivers to drive the snow ploughs? Officers stated that 65 Firefighters and retired HGV drivers had expressed an interest in driving snow ploughs and the Council would pay them. Officers agreed to ask Kier if they could provide an update of the latest position at the next meeting of the Committee.
- Could information be provided at the end of the season of how many times the gritting vehicles were used? Officers stated that they would provide information on how many times the gritting vehicles were not used at the end of the season.
- Was Emergency Planning a member of the Strategic Co-ordination Group? Officers stated that along with relevant agencies Emergency Planning was also a member of this Group.
- Who was responsible for removing rubbish from salt bins? Officers stated that Kier, the Council's contractor, was responsible for filling salt bins and officers agreed to speak to them about clearing rubbish from them.
- Was there a procedure for dealing with a corpse buried in the snow? Officers stated that this was a Police matter and that the driver of the snow plough would contact them immediately a corpse was discovered.

RESOLVED

(a) That the comments made by the Committee, the responses of officers be noted and actioned accordingly.

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(b) That the recommendations to the Executive Councillor for Highways, Transport and IT, in the report, be supported.

**28 THE IMPLEMENTATION OF THE PUBLIC RIGHTS OF WAY SECTIONS
OF THE DE-REGULATION ACT 2015**

The Committee received a report in connection with the expected effects of the Public Rights of Way (PROW) elements of the Deregulation Act 2015 and considered the implications and issues for the Council, landowners and the public from changes to the PROW process. Officers stated that the recommendation to the Committee had been amended to "that the report be noted". The reason for this was that the progress of the implementation of the regulations detailed in the report under the Deregulation Act 2015 was now uncertain.

A discussion took place between the Committee and officers and the following topics were discussed:-

- The amount of £5,000 for the publication of adverts for Orders in the press did not appear to be a lot of money. Officers stated that in terms of the budget for Public Rights of Way, £5,000 was a large amount of money in the Countryside Services' budget which had been reduced substantially in recent years.
- Could the URL address for the website to view Definitive Map Modification Orders by the public be reduced? Officers agreed to investigate this request.
- The cost to an applicant to modify a Definitive Map Modification Order was expensive. Officers stated that costs were set by legislation and that only those costs incurred by the Local Authority could be met.

RESOLVED

That the report, comments made by the Committee and the responses given by officers, be noted.

**29 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK
PROGRAMME**

The Committee received a report in connection with its Work Programme.

RESOLVED

That the Work Programme be noted and updated as follows:-

- (a) the removal of "Grantham Southern Relief Road-Phase 2" from 28 November 2016, due to the fact that a response was still awaited from the Highways Agency and
- (b) a budget workshop to be arranged at the rising of the meeting of the Highways and Transport Scrutiny Committee on 28 November 2016.

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30 NETWORK RAIL ENGAGEMENT SESSION - GARY WALSH, AREA DIRECTOR - NETWORK RAIL; JOHN CLARK, INFRASTRUCTURE MAINTENANCE ENGINEER; ASHLEY JACKSON, OPERATIONS MANAGER

The Committee received a presentation from Network Rail which included details of their performance in the East Midlands, particularly Lincolnshire, information about train punctuality, reliability and the effects on reliability caused by major incidents such as the major gas leak in Lincoln.

Network Rail responded to questions and comments made by the Committee as follows:-

- They acknowledged the frustration caused by the lift not operating on the High Street footbridge and hoped to resolve the problem as soon as possible. It was proposed to improve the signage for the lift and correct the workmanship on the footway.
- The snagging issues were expected to be completed on the High Street footbridge by 2 November 2016. The footbridge would not be accepted by Network Rail until this work had been completed and the use of non-slip paint on the footbridge floor was being investigated.
- The possible delays caused by track possession and its effect on the Lincoln Eastern By-pass would be resolved by October 2017.
- The issues in connection with the length of time level crossing barriers at Skellingthorpe Road and Doddington Road, Lincoln and Station Road, North Hykeham would be responded to when the Committee visited the Signal Control Station, Lincoln, this afternoon.
- The procedures involved in possession of track were complicated and agreed that there was a need to keep stakeholders informed of developments at an earlier stage. They agreed to get back to the Council about earlier engagement with freight operators.
- Tenders to run the rail service franchise in the East Midlands, including the Nottingham to Skegness line, were due to be returned in March 2018. The Department for Transport would consult the Council on the proposals and agreed to send details to the Council of the internet details for this consultation.
- Disabled access at Stamford Station was not a high priority. There was a "barrow" crossing at the end of the platform but this was not suitable for disabled people. If there was a business case to provide access for the disabled then Network Rail would examine the matter further. In the meantime, disabled people should contact East Midlands Trains to arrange their journey.
- The outcome of a study into the provision of a bridge for Tallington was expected in Spring 2017 and details of the study would be sent to the Council for comment.
- British Transport Police had responsibility for enforcing the one way system at the Maxey rail crossing and Network Rail would investigate if any prosecutions had taken place.
- The repair and installation of new surfacing at level crossings was a major work activity of Network Rail nationwide and in Lincolnshire and was expensive to

undertake. Network Rail wished to invest a lot more resources in this area. They explained their approach to tackling the issue including taking a holistic approach and doing a risk assessment. The level crossing at Langworth on the A158 was on the main route from Lincoln to the East Coast and they agreed that the existing surface was inadequate and agreed to respond to the Council if they had any plans for this crossing.

- Network Rail stated that mild steel grey colour fencing had been used for the safety fence in Sykes Lane, Saxilby. Removal of the paint was expensive and agreed to investigate the options available and respond to the Council.
- Network Rail had visited the work they had undertaken just off Sykes Lane, known locally as "Tilt Lady Lane" and the damage to the verges had repaired of its own accord.
- Network Rail stated that the concerns raised about reliability of the level crossing barriers in Spalding would be addressed at the meeting in Spalding on 26 October 2016. Network Rail explained that if there was a problem with one of the barriers then this would affect all of the barriers. Concerns about the installation of modernised equipment to improve reliability would be addressed at the meeting on 26 October. Network Rail added that any upgrade of a level crossing was dependent on a number of factors including usage and traffic flows.
- Network Rail had examined the capacity of the East Coast mainline and rail traffic, where appropriate, had been diverted to the Lincoln to Peterborough line to improve capacity on the East Coast mainline.

Network Rail agreed to send written responses to the questions asked today and to those asked on 26 October 2016, to Daniel Steel, Scrutiny Officer, and the responses would be circulated to all Members.

The meeting closed at 12.50 pm

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

Report to:	Highways and Transport Scrutiny Committee
Date:	28 November 2016
Subject:	Performance Report, Quarter 2 – (1 July to 30 September 2016)

Summary:

This report sets out the performance of the highways service including the Lincolnshire Highways Alliance, Major Highway Schemes Update and the Customer Satisfaction Information (including service specific complaints and compliments).

Actions Required:

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

1. Background

This report draws together performance and update information on the whole of the highway service in Lincolnshire.

This performance report contains:

- Lincolnshire Major Highway Schemes Update;
- Lincolnshire Highways Alliance Performance Report Year 7, Quarter 2;
- Customer Satisfaction Information (including service specific complaints and compliments).

Highway Condition information and the NHT Public Satisfaction Survey Result are measured and reported annually. The NHT Results will be released in November with the annual report to follow the release date.

There are five major highway schemes reported through the Council Business Plan:

- Lincoln Eastern Bypass
- Grantham Southern Relief Road
- Lincoln East West Link
- Spalding Western Relief Road
- Progress with Lincoln Southern Bypass

There are a number of other major highway and other infrastructure projects which are of a significant scale and may have a major impact on the County and surrounding area. All of these schemes are included in the Lincolnshire Major Highway Schemes Update Report found as Appendix A to this report.

Lincolnshire Highways Alliance Performance

Introduction

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

Each of the Alliance contracts have been extended by 1 year to 31st March 2019, which means that the contract has been issued to year 9 of a possible 10.

Performance

Quarterly performance is reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire Highway Alliance Performance Report for Year 7, Quarter 2, can be found in Appendix B. This covers the period of July to September 2016.

The Alliance partners have managed to achieve their targets for Quarter 2. The results per contract area are:

- Alliance Key Performance Indicators (LCC/Kier/Mouchel/Dynniq) – 80%
- Highways Works Term Contract Performance Indicators (Kier) – 92.8%
- Traffic Signals Term Contract Performance Indicators (Dynniq) – 100%
- Professional Services Contract Performance Indicators (Mouchel) – 84.8%
- Client Performance Indicators (LCC) – 77%

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

Traffic Signals Term Contract

Dynniq continue to provide a high quality service to the Alliance. This is clearly demonstrated by their achievement of scoring the maximum 100 points for Quarter 2 having successfully met the set criteria in each performance indicator.

All 380 faults received were attended within the required response times and 375 were corrected on the first visit. This demonstrates the effectiveness of the joint monthly faults analysis exercise which highlights developing trends and any problem installations.

70 of the 73 task orders were completed on time with non-requiring remedial works. This indicates the flexibility and efficiency of the workforce and their

deployment programming and tracking in working around the ever changing attendance requirements of the major schemes, emergency works requirements and in providing the countywide switch-off service for third parties.

Dynniq recognise the significance of their performance. It indicates the level of attention and positive attitude shown towards the contract and their desire to work with the Authority beyond 2020.

Highway Works Term Contract

The main focus of work is to improve the carriageway condition. In Quarter 2 we have repaired approximately 27,701 potholes and completed 4,716 jobs.

Permitting went live on the 5th October, though it is a little early to have any relevant data. So far the implementation has run fairly smoothly. The trail held in Quarter 1 and 2 have been extremely useful for both parties and has enabled systems and processes to be tested.

The Verge Biomass trial continues, having gain interest nationally and at a regional level. The material collected during the trial cuts will be fed through the Anaerobic Digester in November. The results from this will enable the study to reach its conclusion.

The surface dressing programme has been completed for 2016 season. The programme saw approximately 2.4 million sqm of surface delivered over the County. Testing weather early in the programme had resulted in some minor issues that have been rectified.

Professional Services Contract

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.

The flexibility of this "mixed economy" public/private sector contractual arrangement continues to work well, responding to a very significant peak in resource needs associated with Phases 2 and 3 of Grantham, the project management of the street lighting transformation programme, and making arrangements for a mixed Mouchel/LCC site team for the construction phase of Lincoln Eastern Bypass.

2. Conclusion

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

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 Major Highway Schemes Update - November 2016
Appendix B	Lincolnshire Highways Alliance Performance Report Year 7 Qtr 2 July to September 2016
Appendix C	Customer Satisfaction Survey (including service specific complaints and compliments)

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, Infrastructure Commissioner, who can be contacted on 01522 553071 or paul.rusted@lincolnshire.gov.uk.

LINCOLNSHIRE MAJOR HIGHWAY SCHEME UPDATE LINCOLN EAST WEST LINK

Background – Scheme cost £23 m, part of the Lincoln Integrated Transport Strategy and also a regeneration scheme. Will offer an across town route to mitigate the impact of a potential lengthy level crossing closure and also opens up development opportunities. Contract awarded to Balfour Beatty, off highways works started 3 November 2015.

Current Position – Traffic is currently utilising the new road under temporary traffic signal control at all junctions so that the full benefits will not be realised. Work is proceeding to complete all works and switch to the permanent traffic signals before the end of October 2016. Negotiations are ongoing with Rix Bathrooms for an early occupation in the corner plot within the Heritage Building on the High Street/ Tentercroft Street junction.

The highway scheme will open with a temporary bus station to the north of Tentercroft Street with the access controlled by permanent traffic signals in a temporary position, whilst the new Transport Hub is constructed by the City of Lincoln. The full scheme benefits will only be realised when the Lincoln Transport Hub is open and the temporary bus station removed.

An opening ceremony has been arranged for 18 November 2016 sponsored by a developer with Karl McCartney in attendance.

SKEGNESS COUNTRYSIDE BUSINESS PARK

Tenders were returned at the beginning of October and the lowest was £5.8m. The estimated whole scheme cost is now valued at £14.2m, this is £2.2m over budget.

A value engineering meeting has been carried out with the contractor which identified just under half a million of potential savings within the scheme. The value engineering measures include some limited redesign, removal of constraints, and starting at a different time of year.

Currently some extensive dialogue is being carried out with the utility companies, as reassurance is required that what they are proposing is realistic and also to see if they should be accountable for some of the costs.

We have now raised orders with the utility companies so that the contractor can talk intelligently to them and refine the works package.

A contract for the main works has not been awarded.

SELECT LIST FRAMEWORK

The new framework became live on the 2 September 2016 as programmed. Since this date, four tenders have been released, three of which have been awarded

GO SKEGNESS

Background – The Smarter Choices Team have secured £4 m of funding through the Greater Lincolnshire Local Enterprise Partnership to help improve sustainable transport links to and through Skegness and Ingoldmells. Transport studies have been conducted to identify sites where improvements can be made to assist bus movements, cyclists and pedestrian provisions and to help promote local attractions.

Various sites have cascaded out of this study and we have progressed designs, the first of which are due on site in September of this year. With Skegness being a busy holiday destination, we are limited to working through the winter months, so as not to unnecessarily affect summer traffic movements. The first wave of schemes will therefore be complete by the end of March.

Site progress to date:

- Gibraltar Point Cyclepath Phase 3 has been successfully completed;
- Lumley Road Bus Stops are currently being built;
- Roman Bank, Ingoldmells layby extension is due to start and finish before Christmas;
- A52 Bus Lane Extension and cyclepath, £1.2m tender awarded to North Midland Construction, work on site to commence on Monday 7 November.

Design and project management work is well underway with the next winter tranche of schemes.

LINCOLN SOUTHERN BYPASS

Background – Scheme progressed to Preferred Route status agreed by the Executive on the 5 December 2006 and some "blight" property bought to delivery scheme. Estimate for dual scheme at that time was £67 m but this has now been revised to £90 m. Some discussions with developers regarding constructing part of the scheme to allow access to development land. The next stage is to submit a planning application for all or part of the route. Timescales for this activity are unknown at the present. Bids have been submitted to both the Lincolnshire Enterprise Partnership and Highways England to assist with funding construction of the improvements to the A46 roundabout, both were unfortunately unsuccessful.

Current Position – A bid was submitted to the DfT in late July for funds to develop the scheme to planning application stage. There have been no significant changes to the scheme.

LINCOLN EASTERN BYPASS

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

Tenders were issued to four prospective contractors in June, with a return date of 30th August. Tenders have been verified and assessed and Carillion have been announced as the preferred bidder, subject to Executive approval on 1 November. A submission to DfT (Department for Transport) was made in early October for approval to release the £50m funding they are currently provisionally contributing for the scheme. Once this has been confirmed contracts can be signed with the successful contractor. It is hoped to start on site in mid- 2017, with a soft start proposed by the contractor to establish the site team and good working practices.

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

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

The scheme is being progressed as a single carriageway under the current funding arrangements. Central Government has indicated that their contribution (circa £50M) remains allocated for the scheme.

LINCOLN FOOTBRIDGES

High Street Footbridge - The footbridge opened in June 2016. A series of remedial works to correct defects are currently being implemented by Network Rail. The bridge has not been constructed to highway standards and LCC are currently resisting adoption on the basis that it presents an unacceptable liability to the highway authority.

Brayford Wharf East – A planning application for the new bridge is expected to be submitted in autumn 2016, with the bridge expected to open in late 2017.

SUTTERTON ROUNDABOUT

Tenders have been returned. Approval to award contract has been gained and the scheme is within budget. This will involve improvements to all arms of the roundabout to try to reduce queuing. Although a portion of the works will be at night there will be some disruption to road users during the works.

BOSTON QUADRANT

Background – A developer led scheme for a new football ground and mixed use commercial and residential use. This includes a link road between A16 and London Road with a new roundabout on the A16 and signalised junction on London Road. The Boston Quadrant forms what will become the first section of a proposed Boston Distributor Road.

Current Position – Quadrant 1 is well under way, with the installation of a new roundabout south of Boston on the A16 almost complete. Lincolnshire County Council is on the final stages of a Section 38 design check on the section of road which links the A16 roundabout to the adjacent London Road (via a signalised T junction).

SPALDING WESTERN RELIEF ROAD

Background – A scheme to provide alternative route for potential through town traffic and to unlock development potential. Phase 1 south is designed, with the developer due to submit the scheme to South Holland District Council as part of a reserved matters planning application early 2017. Negotiations are underway in relation to the share of cost between Lincolnshire County Council and the developer, through the use of a Memorandum of Understanding.

The Spalding Western Relief Road is referred to in the draft South East Lincolnshire Local Plan. Further draft plan consultation events have been held locally during July and August with "Phase 2 North" being a key part of the plan. The North phase has a high level design and also awaits developer stimulus.

Current Position – South Phase – Broadgate Homes due to submit a reserved matters planning application for this phase early 2017. LCC continues to negotiate with the developer in relation to shared costs on this section.

North Phase – awaiting developer stimulus.

GRANTHAM SOUTHERN RELIEF ROAD (GSRR)

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

King 31 Phase 2 - The design for the grade separated A1 Junction itself was submitted to Highways England for approval in July 2016. This is a scheme that LCC took over from a developer and secured a new planning permission. Highways England (HE) has recently reorganised and are treating this as a third party scheme but progress has been hampered by HE internal processes and the sickness of the HE Project Sponsor. Once approved HE will need to publish the Line Orders (includes PRoW diversion). Galliford Try have been appointed (through Midlands

Highways Alliance) to produce a Target cost and to carry out the works. A works contract cannot be awarded until the outcome of the Line Orders process is known. SQLR Phase 3 - LCC now have a valid planning permission following approval of the S.73 change to planning. The detailed design is now substantially complete. Network Rail are insisting on securing a ransom for crossing the ECML in accordance with their Shared Value policy and a satisfactory outcome is required to this issue and the ongoing S106 discussions to secure a funding package. The Compulsory Purchase Orders (CPO) and the Side Road Orders (SRO) cannot be published until the Network Rail issue is resolved since they would object to the Orders as a statutory consultee.

STREET LIGHTING TRANSFORMATION PROJECT

Background – Lincolnshire County Council is making changes to its street lighting across the County in order to provide a more sustainable network. The combination of changes are designed to save £1.77 m revenue funding per year, to further reduce Lincolnshire County Council's carbon footprint by 6000 tonnes CO2 and reduce light pollution. It currently costs approximately £5 m per year to operate and maintain the County Council's 68,000 street lights. The project uses capital funding to introduce a combination of LED and Part Night Lighting.

Current Position – The delivery of street lighting changes continue to be on programme to complete by March 2017.

Areas around Lincoln, Gainsborough, Market Rasen and Caistor are complete. Currently working in areas around Grantham, Sleaford, Stamford and Bourne.

There has been a Slight increase in enquiries due to the period of adjustment caused by the recent change of clocks.

A17/A151 – PEPPERMINT JUNCTION, HOLBEACH

Background – A joint highways and development scheme which will consist of a three arm roundabout at A17/A151 junction and a four arm roundabout on the A151. This will improve road safety and open up land for mixed development, including around 1000 houses and is designed to relieve traffic from Holbeach Town Centre. Overall estimated cost of £5.4m with £2.4m from GLLEP Growth Deal. The project also considers improvements to the Boston Road roundabout as well as the resurfacing of adjacent sections of carriageway.

Current Position – Detailed design continues and the scheme is on programme. The project requires S106 agreement for Manor Park, which is due to provide £1m towards this scheme. This has been approved by South Holland District Council Planning Committee of 2 November and now awaits signatories.

LEP Growth Deal Funding due diligence underway.

Stats orders in place for diversion work relating to utilities.

Traffic modelling confirms that the adjacent Boston Road roundabout requires improvements to capacity as a result of proposed increases in traffic and housing through the local plan. IT block capital funding has been secured to improve this roundabout. We are also liaising with the PRN programme with a view to delivering adjacent resurfacing projects during the same period.

The current programme, which would deliver the aforementioned range of improvements under one contract, will look to award the tender in March. Mobilise during April, then commence works during May 2017.

**Lincolnshire Highways Alliance
Performance Report
Year 7 Qtr 2 July to September 2016**

November 2016

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 2	TREND
PI	INDICATOR	TARGET	RESULTS	SCORE	0	5	10	
1	Street lighting Indicator	98.9% or above	97% compliance	9.80				▼
2	Response times for emergency works	99.5% or above	99.58% compliance	10				=
3	Tasks completed within timescale	97% or above	99.13% compliance	10				=
5	Acceptable site safety assessments	95% or above	100% compliance	10				=
7	Defect corrections requiring TM	98% or above	99.53% compliance	10				=
8	% waste reused/recycled	90% or above	92.6% compliance	10				=
9	Compliance with tendered Quality Statements	100% compliance	79.17% compliance	8				=
10	Quality assessment of workmanship	100% compliance	93.75% compliance	7				▲
11	Measure/reduce carbon over the whole fleet	100% compliance	100% compliance	10				=
12	% task orders in compliance with TMA	95% or above	97.59% compliance	10				=
					-15	0		
4	RIDDOR incidents	0 RIDDOR incidents	0 RIDDOR incident	0				=
6	Service strikes	0 Services Strikes	4 Service Strikes	-2.0				▼
					0	100		
			TOTAL	92.8				▲

Highway Works Term Contract Performance commentary 2016/17 Q2

PI1- Street Lighting service standard: The indicator scored 9.8 which equates to an overall score of 97% on the indicator. The method of assessment has been amended to suit the transformation project.

PI2 - Response times for Emergency works: Performance has slightly dipped this Quarter to 99.58% from 99.76%. This has no effect on the overall score. Out of the 1412 emergency jobs over the quarter, 1406 achieved the required response rate.

PI3 - Tasks completed in time scale – 114 jobs out of 115 jobs were completed on time giving this PI a 99.13% score and full marks.

PI5 - Acceptable site safety assessment – This indicator was revised in Year 6. Instead of looking at the Quarter average the indicator now looks at a Yearly average. This is because not enough assessments were being undertaken over the Quarter to give meaningful data. The Indicator was scored as follows;

- Quarter 3 Year 6 = 7 assessments/7 passes
- Quarter 4 Year 6 = 3 assessments/3 passes
- Quarter 1 Year 7 = 13 assessments/13 passes
- Quarter 2 Year 7 = 15 assessments/15 passes

This gives a total of 38 assessments over the year with a total of 38 passes. This gives a score of 100% which means the indicator scores full markers for this Quarter.

PI7 - Defect correction requiring traffic management: There were 4716 jobs this quarter with 22 defects requiring traffic Management. This means that the indicator is at 99.53% and gains full marks.

PI8 - % waste reused/recycled: Performance remains at a good level achieving top marks.

PI9 – Delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

PI10 - Quality assessment of workmanship: This quarter there was 80 tests of which 75 passed giving a total of 93.75% pass rate.

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 against a set baseline.

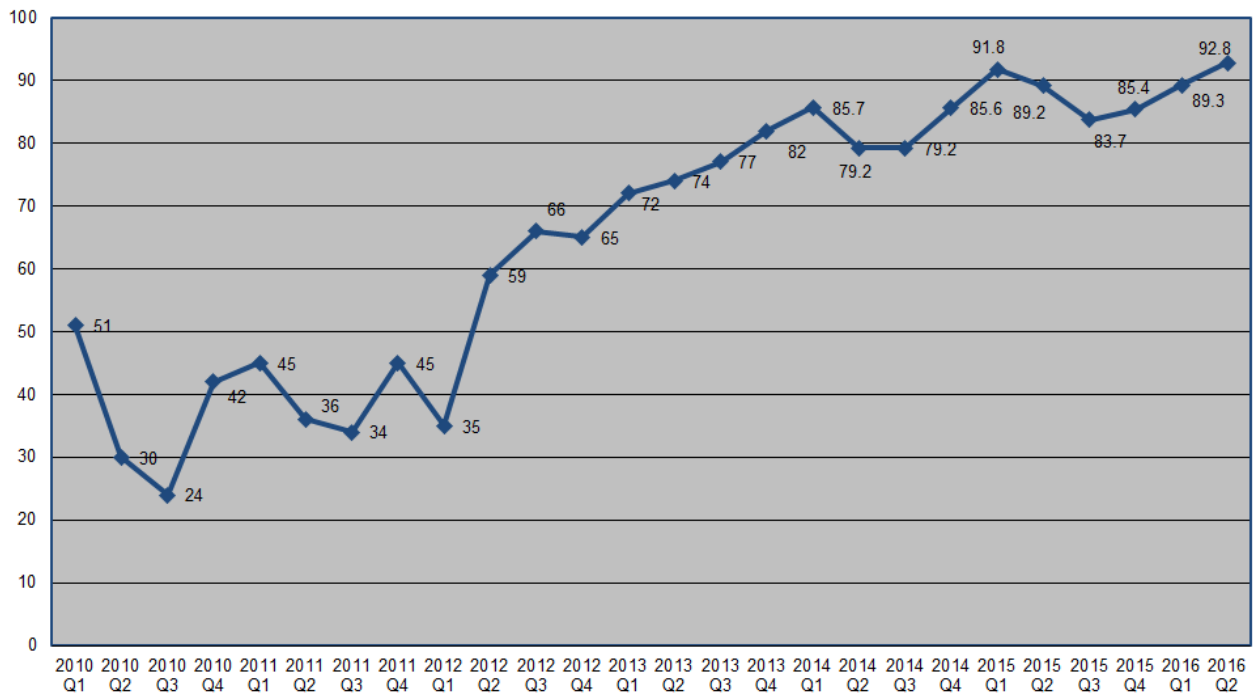
PI12 - % task orders in compliance with Traffic Management Act: The indicator has slightly dropped from 100% last quarter to 97.59% this quarter. This does not change the score and the indicator still scores full marks. Out of the 83 orders 81 had been assigned the correct notice.

PI4 - RIDDOR Incidents: There were no RIDDOR incidents reported this Quarter.

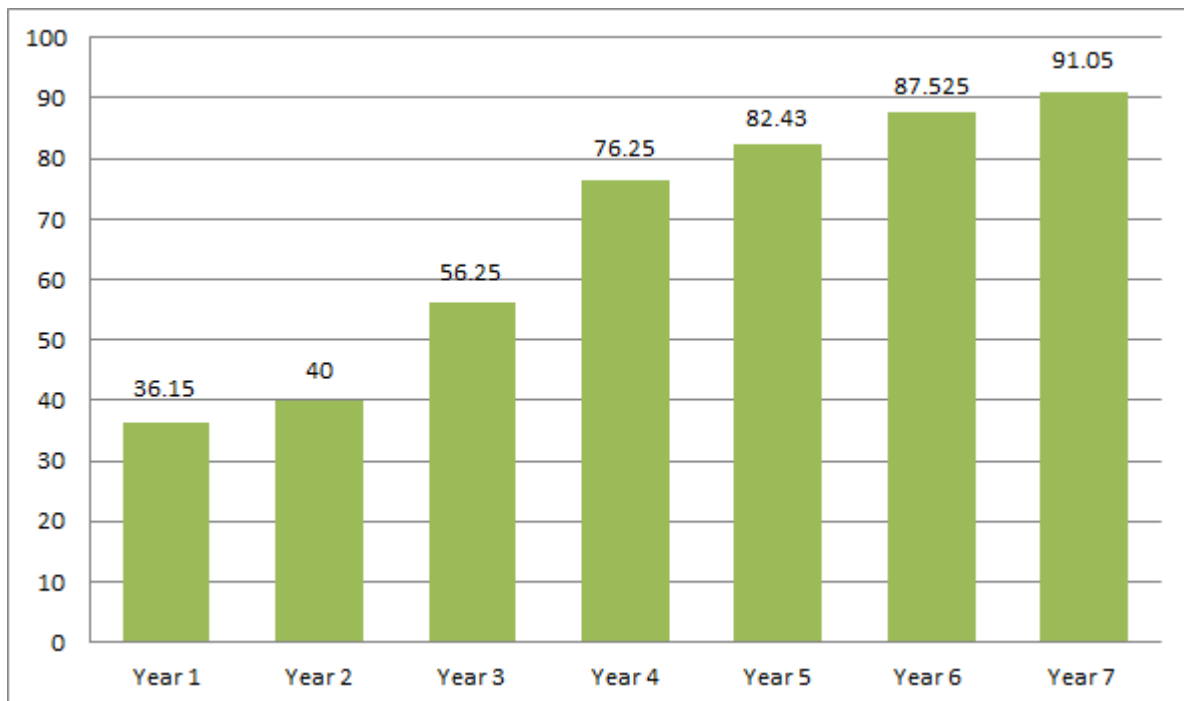
PI6 - Services Strikes: Four service strikes this quarter.

Overall Commentary

There has been a slight rise in performance scores this quarter, from 89.3 in Quarter 1 to 92.8 points this Quarter. This is the highest score achieved by Kier over the life of the Contract. This increase was mainly due to an improvement in PI10 Quality Assessment of Workmanship.



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 2			
PI	CATEGORY	INDICATOR	RESULT	SCORE	0	5	10	15		
1	Client Satisfaction	Product	9.54 (out of 10)	15.0						=
2	Client Satisfaction	Service	9.31 (out of 10)	15.0						▲
3	Alliance Wellbeing	Compliance with tendered Quality Statements	85%	8.5						
4	Predictability of Design Costs	Design Costs prior to Construction	20.3% (>10% over)	9.6						▼
5	Predictability of Works Costs	Cost of Construction	28.6% (>10% over)	11.2						▼
6	Predictability of Time for Design	Time for Design	5.1% (>10% late)	12.9						▼
7	Predictability of Time for Construction	Time taken to undertake Works	2.8% (>10% late)	12.6						▼
TOTAL				84.8						

PSP Performance commentary 2016/17 Q2

Overall commentary

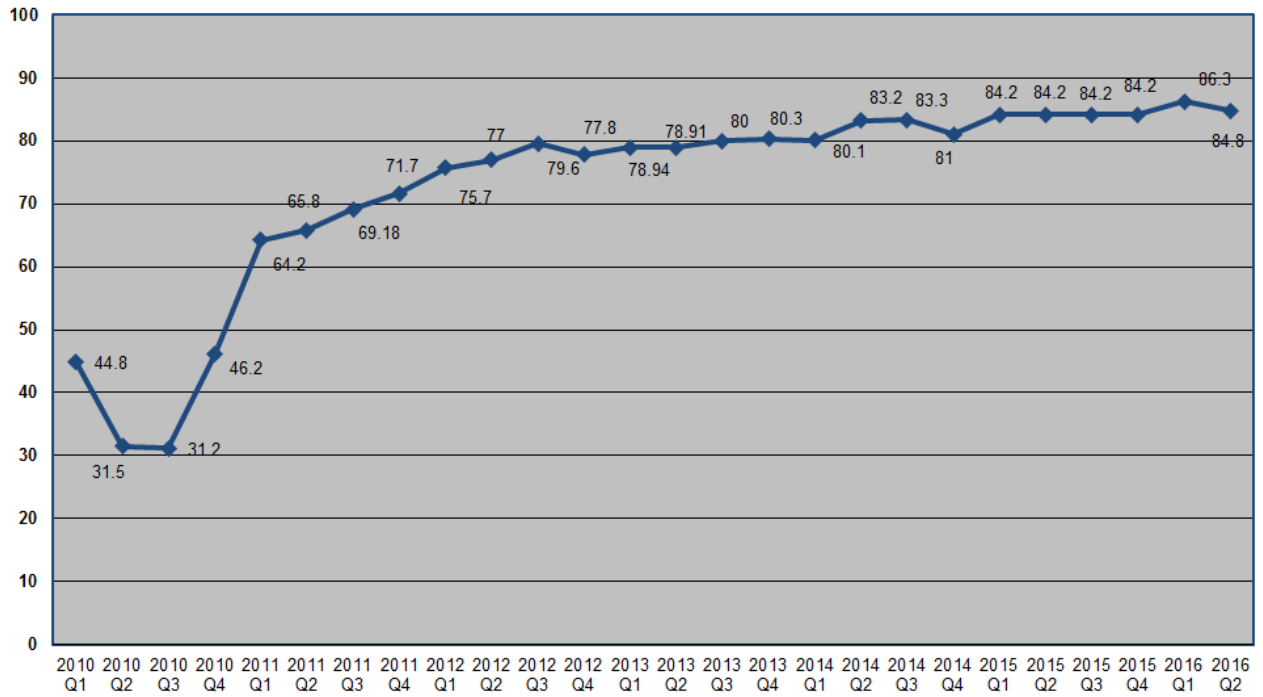
Performance remains at a good level. The Q2 result is fractionally down on last quarter but remains at a higher level than all other results over the past 6 years. Comments on specific indicators are as follows:

PSP 1 and 2: Satisfaction scores remain at a high level, but this quarter the response rate is unacceptably low so the results are not a valid indication of true performance. Changes have been introduced to increase response rate.

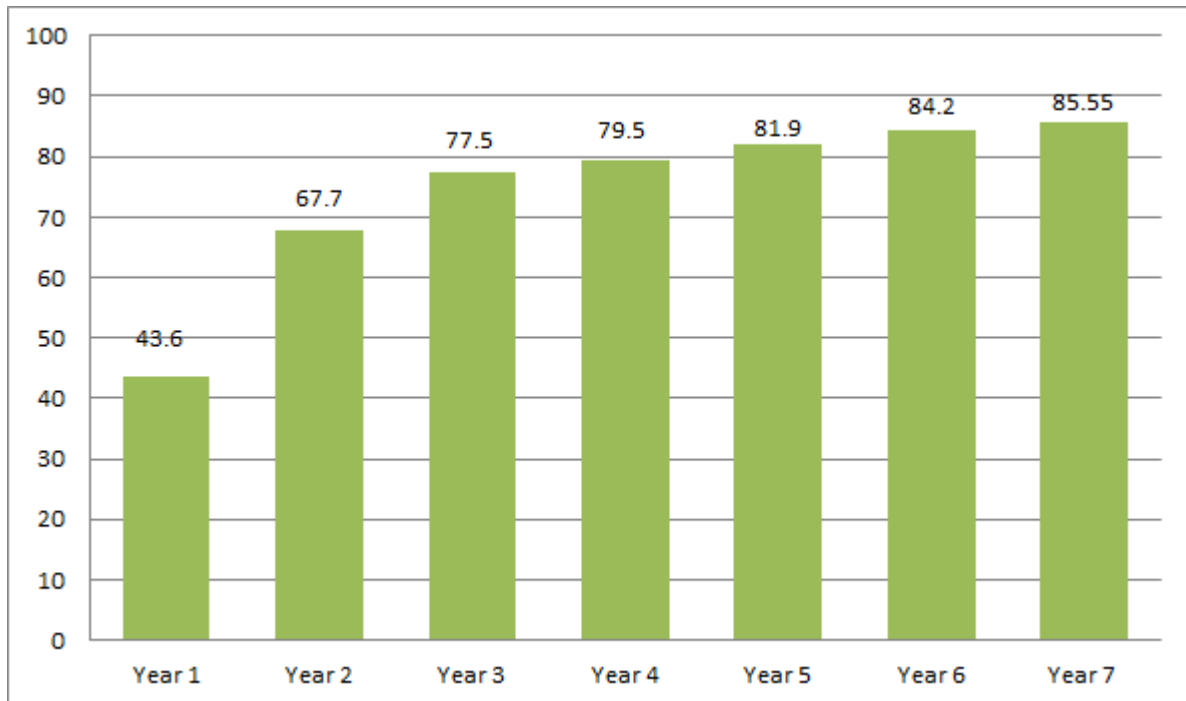
PSP 3: Quality statements. These 'promises' are revised each year. This year's incorporate requirements to support delivery of key aspects of the TSP Improvement Plan and changes to the Mouchel management arrangements. Implementation this quarter is at an early stage and currently overall assessment is a score of 85%.

PSP 4 & 6: Design delivery to cost and time: Delivery to time is good, but there is definitely room for improvement in delivery to cost. Improving these aspects of performance is a key aspect of the TSP improvement plan.

PSP 5 & 7: Works delivery to cost and time: As with design, delivery to time is good but delivery to cost has scope for improvement. A feature of this 'cost' result is that it is made up mainly of works that went out to tender



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

Traffic Signals Term Contract Performance commentary 2016/17 Q2

Comments for the TSTC

PI1 – All 10 quality promises are being met scoring 5 points for 100%

PI4 – Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q2. Total 100%.

PI5 - Timescales for clearance are at 100%. All 380 faults received during Q2 have been cleared within the contract timescales.

PI6 – 70 / 73 task orders that have been received during Q2 have been completed within the contract timescales. 95.89%.

PI7 – No remedial have been reported for Q1 with the 73 task orders completed, this includes the 7 work orders that required TMA, associated with PI9. 100%

PI8 – 375/380 Standard faults & Emergency faults all faults resolved first time. 98.68%. 5 repeat visits in total during Q2. There were 2 sites in July, 1 sites in August and 2 sites in September. (Sites L001, S520, W526, L028 & S520 again)

PI9 – 7 task orders have been completed in Q2 in line with TMA, 100%

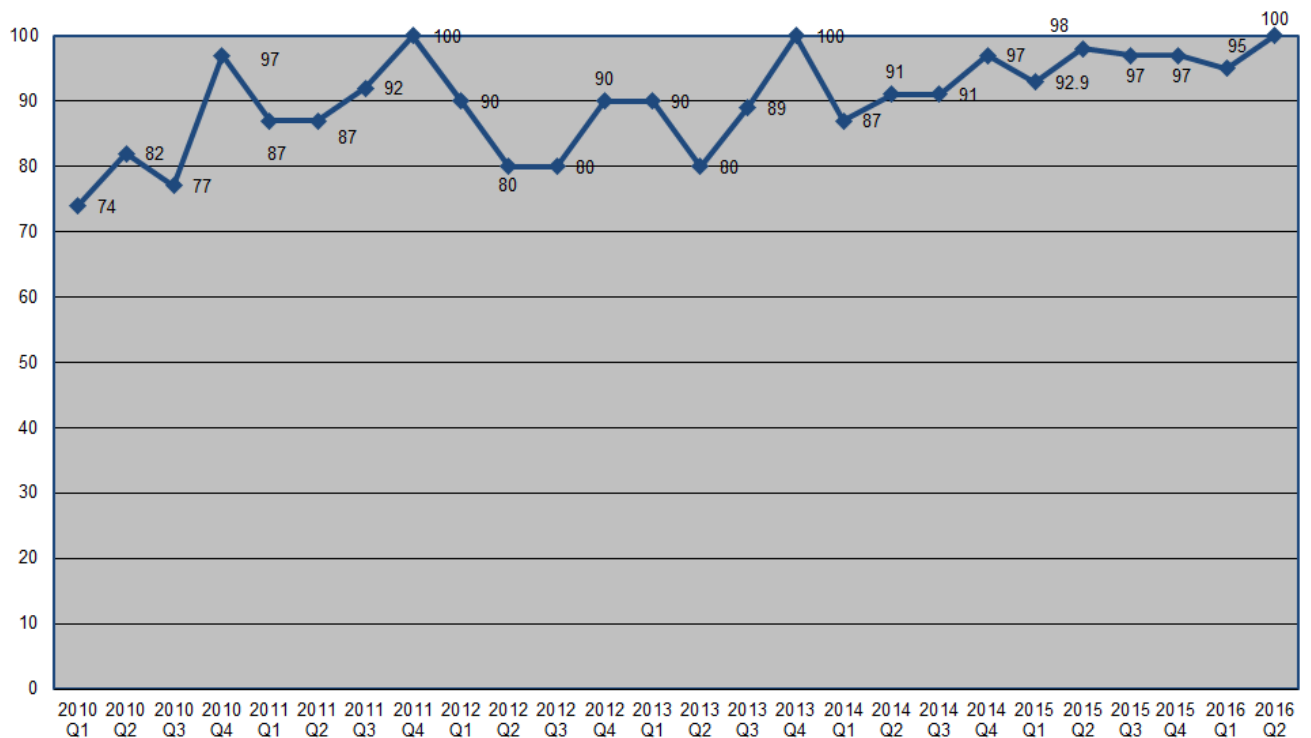
PI10 – There are 317 Sites in Lincolnshire per annum that require the annual inspections to be carried out. Quarterly totals are Q1-71, Q2-82, Q3-82 & Q4-82. 80 out of 82 (ten additional inspections were carried out in Q1) inspections have been carried out by the end of Quarter 2. 97.56%. We are still 8 sites ahead of schedule for Q4.

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 28.502 Tonnes CO₂ for Q2.

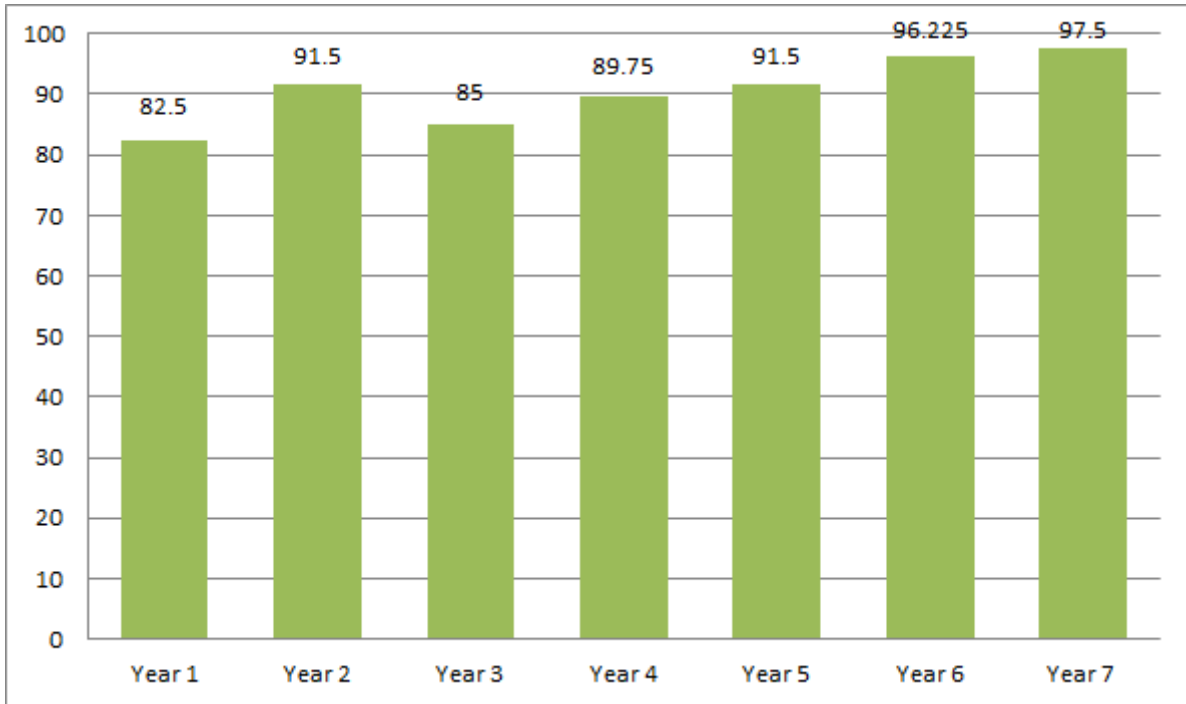
PI12 – 90.43% Recycled materials & 9.57% Recovered materials from Dynniq Depot by the end of the 2nd Quarter. Zero waste has gone to landfill.

PI2 – Zero reportable incidents during Q2.

PI3 – No Inspections have been carried out during Q2, other than 1 joint inspection, dynniq and LCC Traffic Signals.



Traffic Signals Term Contract Scores over the Contract Period.



Traffic Signals Term Contract yearly averages total

Client Performance

Client Performance			PERFORMANCE DASHBOARD												Quarter 2	TREND				
PI	INDICATOR	TARGET	RESULT	SCORE	0	5	10	15	20											
1	Pain/Gain result by area	0% or greater	2.50%	8	█					█							=			
2	Date Forward programme issued	1 point award per Area issued on time	10 areas issued on time	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%	98.16%	19	█															▲
5	Value of compensation events versus targets	2% Variation	1.44% Variation	20	█															=
6	% of CE's committed within 2 weeks	98%	41.00%	0	█															=
				TOTAL	77	█										100	▲			

Client Performance commentary 2016/17 Q2

PI1 - Pain/Gain result by area: After a recent review of financial information it has been assessed that Year 6 is around 2.5% in pain. This figure has been used to represent Year 7 as there are too few financially closed out jobs to make a reliable assessment.

PI2 - Date Forward programme issued: The Forward programmes have all been submitted on time.

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

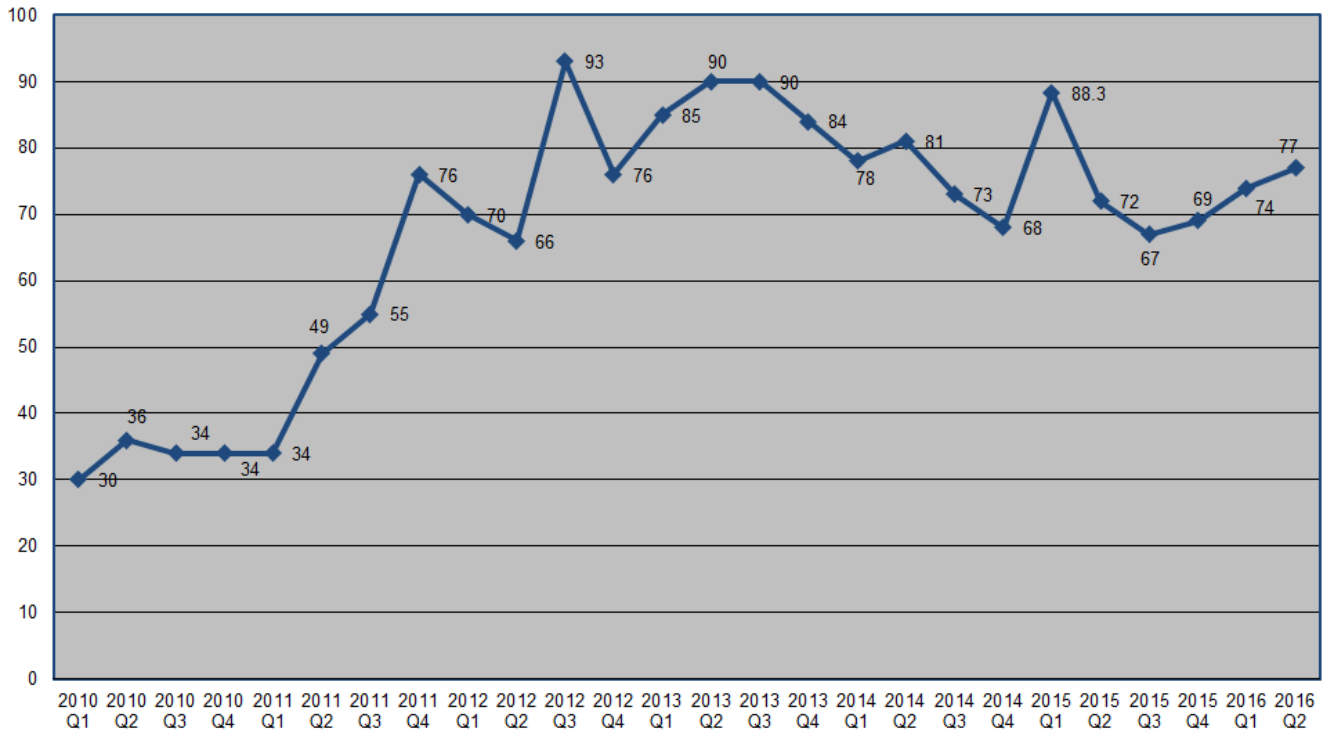
PI4 - % of Jobs with Value giving all info 8 weeks prior to start: Performance remains good with a small increase in 'right first time' client task orders this quarter, with the number rejected decreasing from 3.06% in Quarter 1 to 1.84% this Quarter. In real terms this means that 87 jobs were rejected out of 4716 total jobs. This means that this indicator has increased by 2 point (from 17 to 19 points).

PI5 - Value of compensation events versus targets: So far £9,075,105.97 has been raised on Confirm with £130,638.47 compensation events against that target. This gives a variation of 1.44% which is below our 2% target – 20 points scored. As this is early in the new financial year the amount of CE's committed will increase and the percentage of variations will go up.

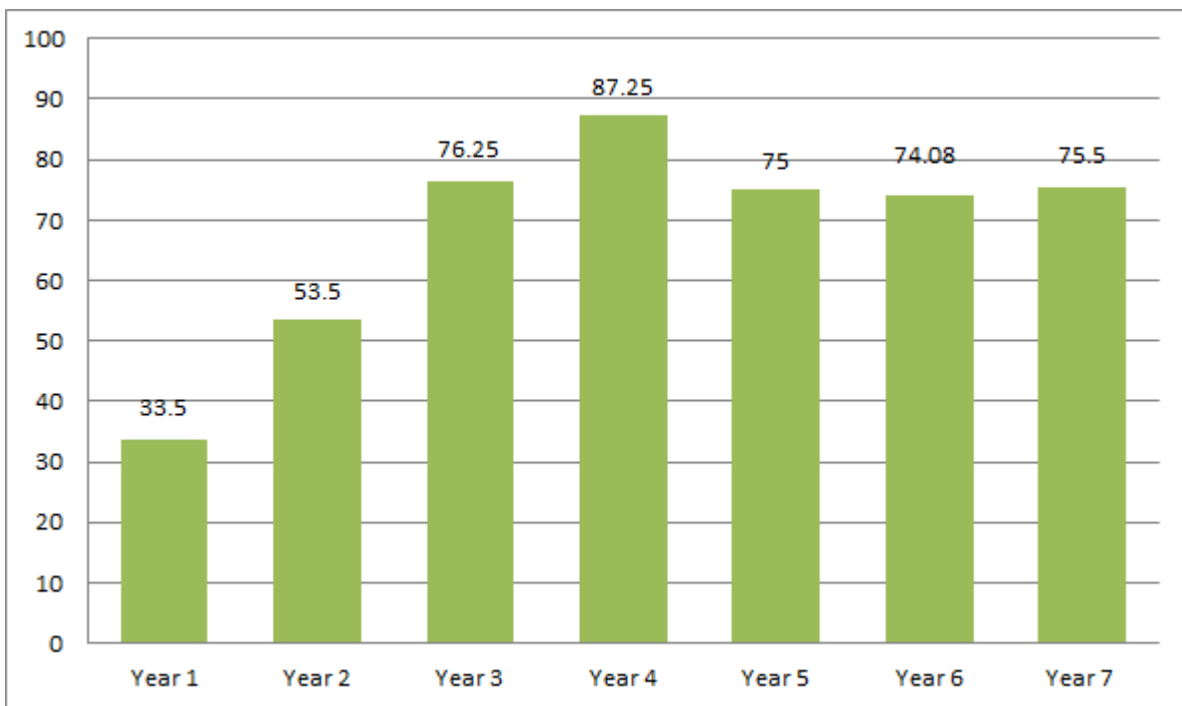
PI6 - % of Compensation Events committed within 2 weeks: Out of 188 Compensation Events recorded only 77 were responded to in the two week time frame. This is only 41% and therefore doesn't score any points. This will need to be monitored and data has been issued on Dashboards to inform all parties of this performance. The level of vacancies, currently running at over 30% within Divisions, has meant that as the level of compensation events increases, staff are struggling to assess them within the target timescale.

Overall Commentary

The Client score has seen another improvement – rising by 3 points from its Quarter 1 score. This is mainly due to PI4 % of Jobs with Value giving info 8 Weeks prior to start has improved and gained 2 points. Staffing resource and Agresso issues are clearly still having an impact and this can be seen in PI6 which has failed to recover from its previous low score. All these scores have been reported through to staff and will continue to be monitored for improvement.



Client Performance Scores over the Contract Period.



Client Performance yearly average totals

Alliance

Lincolnshire Highways Alliance				PERFORMANCE DASHBOARD												Quarter 2				TREND	
KPI	INDICATOR	TARGET	RESULT	SCORE	0			5			10			15			20		25		
1	Nett positive and neutral press coverage	95% or greater	93.47%	15																	=
2	Satisfaction with the condition of the highways	0% or greater	-0.90%	20																	=
3	Tasks delivered against the agreed Client programme - monthly	95% or greater	97.41%	15																	▲
4	Relationships scoring	6.5 points or Greater	6.15	15																	▼
6	Creation of an agreed programme	31st October	31st October	15																	=
				TOTAL	80															▲	

Alliance Performance commentary 2016/17 Q2

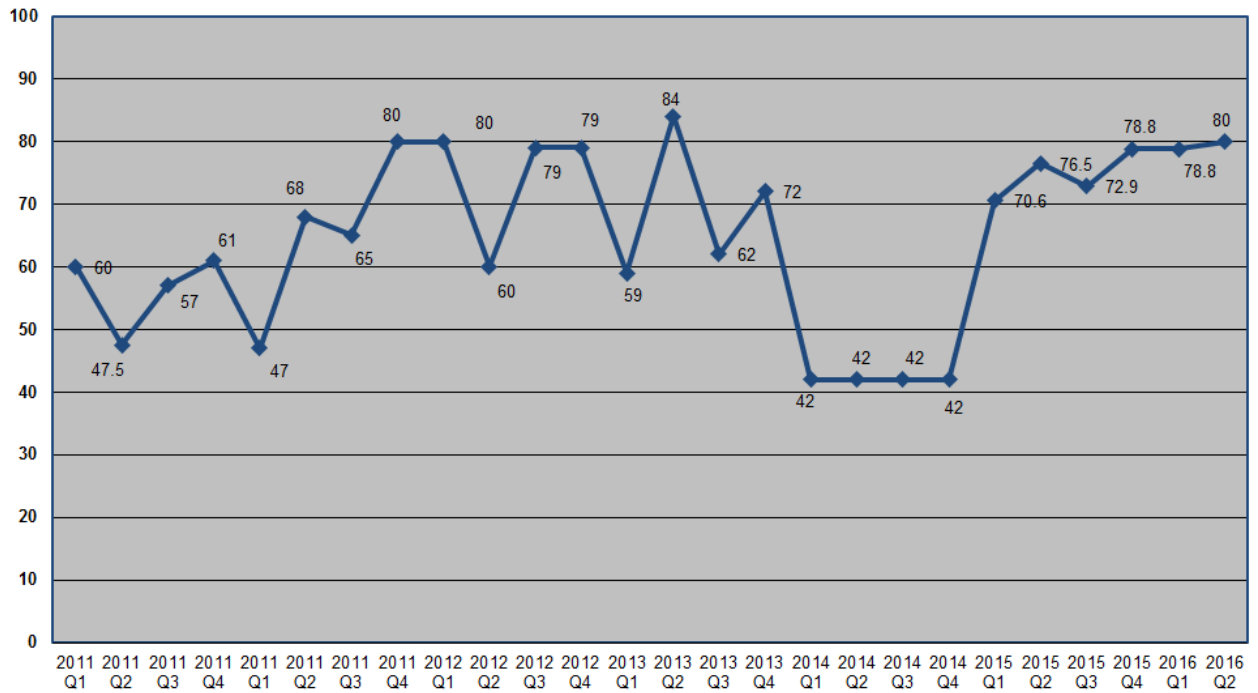
KPI1 - Net positive and neutral press coverage: This Quarter there was 229 positive and neutral stories out of 245. This gives a total of 93.47% for the Quarter. This is under the 95% threshold set for full points, which means that this Indicator scores 15 points this month. This is a slight increase on the previous Quarter, though the amount of overall stories has dropped.

KPI2 - Satisfaction with the condition of the highway: This is annual data, and the figure for 2015 was a drop of 0.90% in satisfaction. This is due to change next quarter as new figures are released in October.

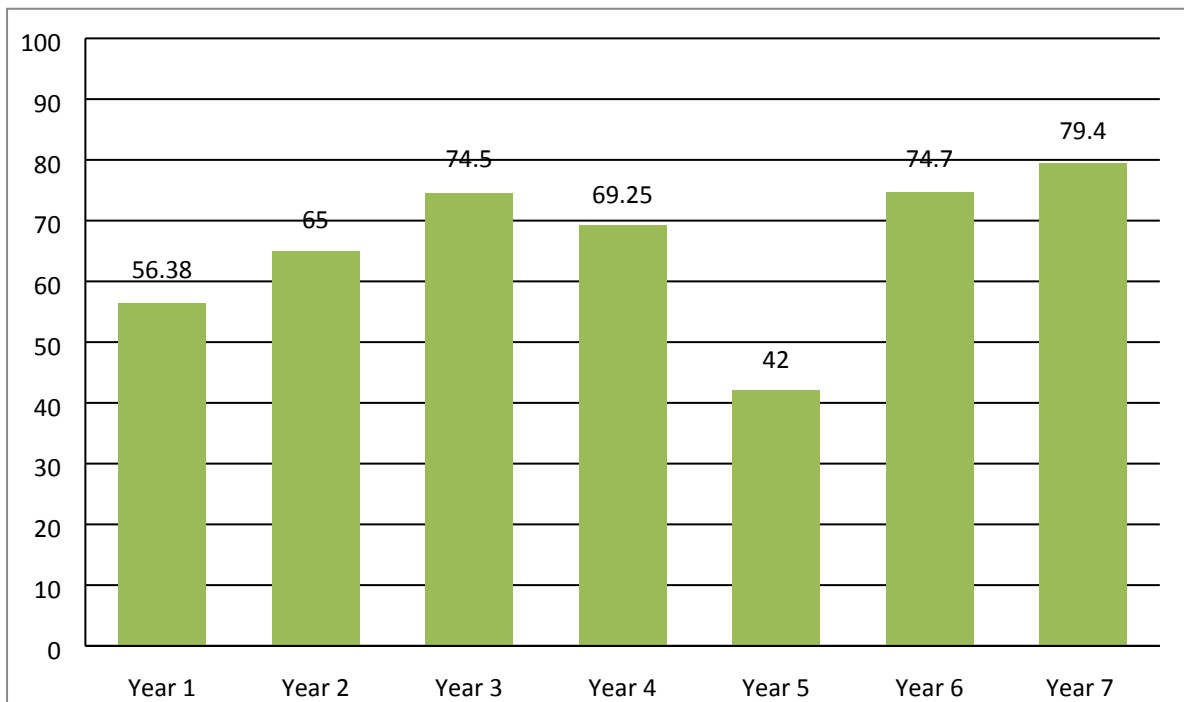
KPI3 - Tasks delivered against the agreed Client programme (monthly): There has been an encouraging rise the amount of jobs hitting their programmed targets.

KPI4 - Relationship Scoring: The Scoring mechanism was adjusted at the start of year 6 so that the relationship is scored out of 10 instead of 12. This changed the score for maximum points to be a target of 6.5. This Quarter the relationship score was 6.15 which means the indicator has fallen by 0.4 of a point. There was a drop in both Client staff and Kier staff scores. This is being investigated to find the root cause of this drop.

KPI6 - Creation of an agreed programme: The programme was issued on time.



Highway Alliance scores over the Contract period.



Highway Alliance yearly average totals

Conclusion

Scoring is still being affected by the implementation of Agresso and has caused a few problems when collecting data, but this is now becoming a lesser problem. This has been noted in the commentary above. We have been able to score all the dashboards this Quarter.

The Highway Works Term Contract has risen slightly this Quarter and is now at its highest level since the start of the contract. The previous highest score of 91.8 was scored in Q1 of Year 6.

The Professional Service Contract has decreased from 86.3 to 84.8 points. This is still an excellent score, being the second highest total over the life of the contract.

The Traffic Signals Contract scored the maximum 100 points this Quarter which is the third time that these indicators have reached maximum points.

The Client score has improved from last Quarter increasing from 74 to 77 points. There has been a good improvement in Performance Indicator 4 which helped the Score increase this Quarter.

The Alliance Indicator has been fully scored this quarter after having a few quarters of missing data. This has been good news as the Indicator has risen from 78.8 to 80 points this quarter – the highest level this indicator has been for almost 3 years.

Darrell Redford
November 2016

Appendix 1 – Highways Works PI Improvement Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 10	Quality assessment of workmanship	Regular Quarterly meeting between Divisional staff and Contractor to discuss and rectify issues. Laboratory to review testing regime with LCC Performance Manager. New process and procedure submitted to aid in rectifying issues. There has been some progress on this – and we have seen an improvement in the scoring, though this Quarter the scores have slipped back. Continue to review	Target Cost and Performance Manager, Kier Officer and Divisional Officers.	December 2016 Q3 Year 7	

Appendix 2 – 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. Monitor results for future Quarters as Confirm/Agresso shut down will effect CE commitment. Continue to monitor the effects of Agresso and staffing levels on data	Network and Development Managers, TSP management and Divisional management.	December 2016 Q3 Year 7	

Appendix 3 – Alliance Performance Indicator Actions

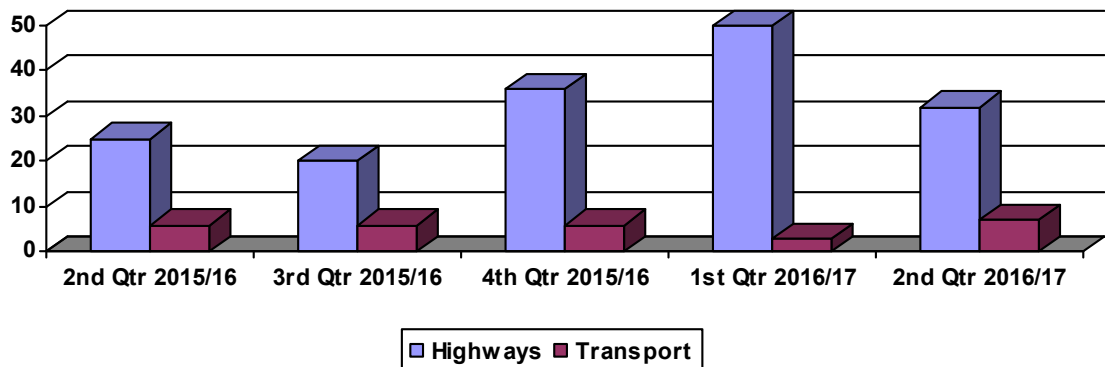
Indicator No	Description	Action	Owner	Target Date	On Track
KPI 1	Net Positive Press Coverage Monthly	Continue to monitor. Data seems to be hovering around the 90% mark – though this has improved over the last two quarters	Target Cost and Performance manager	December 2016 Q3 Year 7	

Customer Satisfaction Information

Highways and Transport Scrutiny Committee		
Date Range for Report	1 st of July – 30 th of September (1 st of April – 30 th of June 2016)	
Total number of complaints received across all LCC service area.	117 (152)* individual school complaints not included.	
Total number of complaints relating to <u>Highways and Transport Scrutiny Committee</u>	39 (53)	
Total number of compliments relating to <u>Highways and Transport Scrutiny Committee</u>	44 (57)	
Total Service Area Complaints	Highways	32(50)
	Transport	7 (3)
Highways Complaint Reasons	Age	0 (0)
	Breach of confidence	0 (0)
	Conduct/Attitude/Rudeness of staff	2 (6)
	Delayed Assessment of Service Request	4 (2)
	Disability	0 (1)
	Disagree with Policy	5 (20)
	Disagree with Procedure	15 (12)
	Gender	0 (0)
	Insufficient Information Provided	1 (2)
	Lack Of Choice	0 (0)
	Other	0 (0)
	Policy of LCC to not provide service	0 (1)
	Procedural – Other	2 (1)
	Procedure Not Followed	0 (0)
	Professional – Breach of confidence	1 (0)
	Professional - Other	1 (0)
	Service Delay	1 (5)
Transport Complaint Reasons	Age	0 (0)
	Breach of confidence	0 (0)
	Conduct/Attitude/Rudeness of staff	1 (1)
	Delayed assessment of a service request	0 (0)
	Disability	0 (0)

	Disagree with Policy	2 (1)
	Disagree with Procedure	1 (0)
	Geographic Location	0 (0)
	Insufficient Information Provided	1 (0)
	Lack of Choice	0 (0)
	Other	0 (0)
	Policy of LCC not to provide service	1 (0)
	Policy – Other	1 (0)
	Procedural – Other	0 (1)
	Procedure not followed	0 (0)
	Professional - Other	0 (0)
	Service Delay	0 (0)
Service Area Compliments	Highways	42 (56)
	Transport	2 (1)
How many LCC Corporate complaints have not been resolved within service standard		8 (4)
Number of complaints referred to Ombudsman		8 (5)

Total Complaint Receipts by Quarter



Summary

LCC Overview of Complaints

The total number of LCC complaints received this Quarter (Q2) shows a 23% decrease on the previous quarter (Q1). When comparing this Quarter with Q2 of 2015/16, there is a 21% decrease when 149 complaints were received.

Highways Complaints

This Quarter Highways has received 32 complaints which is a 36% decrease from last Quarter when they received 50 complaints. When comparing this Quarter with Q2 2015/16, there is a difference of 1 complaint when 31 were received.

The outcomes of the 32 complaints were:

- 2 complaints were substantiated
- 8 complaints were partially substantiated
- 22 complaints were not substantiated

The 2 substantiated complaints were regarding noise caused by footway works on Cross O'Cliff Hill and also follow up sweeping after road resurfacing.

The 8 partially substantiated complaints were regarding:

- 4 complaints were relating to road works and repairing of potholes
- 2 complaints was regarding footpath maintenance
- 1 complaint was regarding the conduct of a highways officer
- 1 complaint was regarding a breach of data

Of the 22 not substantiated complaints 6 complaints were regarding Lincolnshire County Councils change in street lighting policy. 9 were regarding potholes and the general condition of roads. There are no other themes to the not substantiated complaints.

Transport Complaints

This Quarter Transport has received 7 complaints which is 4 more than last Quarter when they received 3 complaints. There is an increase of 1 complaint from Quarter 2 of 2015/16 when 6 complaints were received.

The outcomes of the 7 complaints were:

- 1 complaint was substantiated
- 6 complaints were not substantiated

The 1 complaint that was substantiated was regarding an application for school transport where the student was awarded transport and then this was refused.

Of the 6 not substantiated complaints 3 complaints were regarding the change to a school bus route, 1 was regarding a Callconnect driver, 1 was regarding a concessionary bus pass not working and 1 was regarding a carer being unable to receive a free pass to travel with the disabled passenger.

Overall Compliments

The overall compliments received for Highways and Transport shows a decrease of 22.8% this Quarter, with 44 compliments being received compared to 57 received last Quarter.

Highway Compliments

Highways received 42 compliments this Quarter. The compliments were:

- 41 compliments regarding maintenance work that has been carried out
- 1 compliment was regarding streetlight repairs

Transport Compliments

Transport received 2 compliments this Quarter. These were both regarding school transport drivers.

Ombudsman Complaints

In Quarter 2 of 2016/17, 8 LCC complaints were registered with the Ombudsman. 6 of these complaints were recorded against Highways and Transport. These are still active investigations.

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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:	28 November 2016
Subject:	Winter Maintenance Update – November 2016

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report providing an update on the current Winter Maintenance season 2016/17 and the ongoing recruitment process for new drivers.

Actions Required:

To consider the report and agree any additional comments or recommendations for consideration.

1. Background

- 1.1. Lincolnshire County Council has a statutory duty under the Highways Act 1980 (Section 41 (1A)) to maintain the Highway. "In particular, a highway authority are under a duty to ensure, so far as reasonably practicable, that safe passage along a highway is not endangered by snow or ice."
- 1.2. The Council currently has 43 precautionary salting routes, each assigned to a gritter. Following the recommendations of the Winter Maintenance Working Group with representatives from Kier, Essential Fleet Services and a selection of Councillors, a decision was taken to reduce the number of spare vehicles from 5 to 4. The impact of this reduction is being monitored throughout the season, however there has been no operational impact to date.
- 1.3. It was also agreed to cancel the leases on 7 of the 8 "Snow Ex" mountable gritters, which have previously been used to provide extra resilience in times of severe winter weather, for example treating estate roads not on the precautionary salting network. It is too early in the season to assess any impact from this reduction in plant, however it is worth noting that they have not seen widespread use even in the harsh winters of 2010/11 so it is not expected that there will be a significant impact on the winter service of this saving.

- 1.4. There is currently approximately 50,000 tonnes of salt available in the 8 highways depots around the County or on dockside at Immingham. Current policy is to have 35,000 tonnes available; however an opportunity arose in 2015 to procure salt in bulk at a reduced cost to the authority. This salt is either stored in barns or sheeted and so can be used for many years and does not deteriorate. The most salt used in a season since pre-wet precautionary salting began was 42,000 tonnes in 2012/13. This was not a particularly severe winter but was extended over many months and very wet.
- 1.5. The central winter maintenance team is engaged with optimising the current winter maintenance routes, as it is felt there are efficiencies in the way the routes are run which haven't yet been realised. A piece of software called "WebAspx", which is already used by Environmental Services, is being used to aid in this process. This software will also provide the ability to re-design the gritting routes in future should the network coverage need to be changed.
- 1.6. The weather forecasting contract went out to tender over the summer and the Met Office were the successful bidders. They will provide the forecast for the next 3 years with 3 potential annual extensions after this. This links to the contract for bureau service provision with Vaisala which is a 6 year contract from 2016 to provide and maintain weather stations and decision making software and tools. Route Based Forecasting is once again being employed following its success last season, meaning we are sending all 43 routes out less frequently than in the past and sometimes sending less than 10 vehicles out on any given night.
- 1.7. In the current season to date, there have been 174 individual gritting runs, across 7 days with operations (including the shakedown run). 824 tonnes of salt have been used. These figures are slightly below average for this time of year; however the seasonal outlook from the Met Office is fairly confident of lower than average temperatures in November and December with a completely different set up from the previous two mild winters. Whilst they are not forecasting any real severe weather at this point, they expect a cold winter with more gritting operations than we have had in recent years.
- 1.8. Following attempts to recruit additional winter maintenance drivers, Kier have employed a number of zero hour drivers across the county, eight were recruited last year and eight this year. Some fulfil full time roles on the Winter Service rotas whereas others will offer support during snow conditions and support rotas on an ad hoc basis to cover sickness and holiday leave.
- 1.9. Discussions with the fire service to provide additional drivers are ongoing:
 - The Fire fighters will offer support during snow conditions and support rotas on an ad hoc basis as and when required (and their shift patterns dictate).

- The Service has agreed to trial the proposal and is prepared to release 8 people to complete the training and provide availability for the gritter driver role. If this is judged to be a success and the arrangement doesn't impinge on service delivery, this may be extended next year.
- Selection criteria will include suitable availability; living within a 30 minute drive from the depots they require cover and availability to complete the training requirements within the agreed timeframe.
- 8 candidates have been shortlisted and will be invited for a one to one meeting to explain what is required, and to answer any questions they may have.
- It is anticipated that the 8 successful candidates will be fully trained by the middle of January 2017.

2. Conclusion

Following consideration of the report, the committee is requested to consider whether it wishes to make any additional comments.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

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

This report was written by Richard Fenwick, who can be contacted on 01522550452 or richard.fenwick@lincolnshire.gov.uk.

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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:	28 November 2016
Subject:	Highways Future Operating Model

Summary:

This report details the background and progress with the work to develop a Future Operating Model for the highways service. Work began on its development as a response to a Strategic Value for Money Assessment of the service in 2013, it now incorporates the further change required to accommodate the efficiencies and savings required by the Fundamental Budget Review, Financial Challenge and the outcome of an extensive consultation exercise required for the staff restructuring required to implement the Model.

Actions Required:

The Committee is asked to consider and comment on the report and highlight any recommendations or further actions for consideration by the Executive Member for Highways, Transport and IT.

1. Background

The original Highways Future Operating Model (FOM) was based on some fundamental assumptions which were developed from an understanding of the available data concerning our existing operational model and the potential future operating conditions.

These include:-

1. The continued reduction in our operational capacity brought about by the Fundamental Budget Review and Financial Challenge is not sustainable without substantial change
2. Revenue budgets have been reduced and are likely to remain under pressure for the foreseeable future
3. Capital maintenance budgets are stable and capital improvement budgets are likely to remain stable for schemes linked to the growth agenda
4. Our existing structure introduces additional cost to our delivery due to some of the operating arrangements
5. The responsive/reactive nature of our operation is no longer affordable or sustainable

6. Our existing partnerships may need to be re-shaped to reflect our changing operating methods to ensure we are maximising efficiency opportunities.

Lincolnshire County Council (LCC) Highways have been working with Proving Services from Cranfield University since it carried out a Strategic Value for Money Assessment in August/September 2013. Whilst this demonstrated the effectiveness and efficiency which was provided by the highways service at that time, it also highlighted some further unrealised opportunities.

Further work began with workshops in January/February 2015 to explore the impact of the Senior Management Review which had resulted in a further move towards commissioning and the merging of four divisions into two. These changes offered an opportunity to explore the additional benefits that could be realised through further consolidation and re-structuring; with the objective of establishing an optimal operating model.

The series of workshops used a Benefits Dependency Network (BDN) framework as the basis for analysis. This approach identified:-

- a. The strategic objectives of LCC Highways
- b. The achievable business benefits that contribute to those strategic objectives
- c. The required changes to the operational structures of Lincolnshire County Council, so that the benefits can be realised
- d. The business and process (enabling) changes within the organisation that support the effective operation of the new structure
- e. The costs, risks and sustainability considerations associated with the changes

Strategic Objectives

The following Lincolnshire County Council Highways Strategic Drivers were agreed and prioritised:

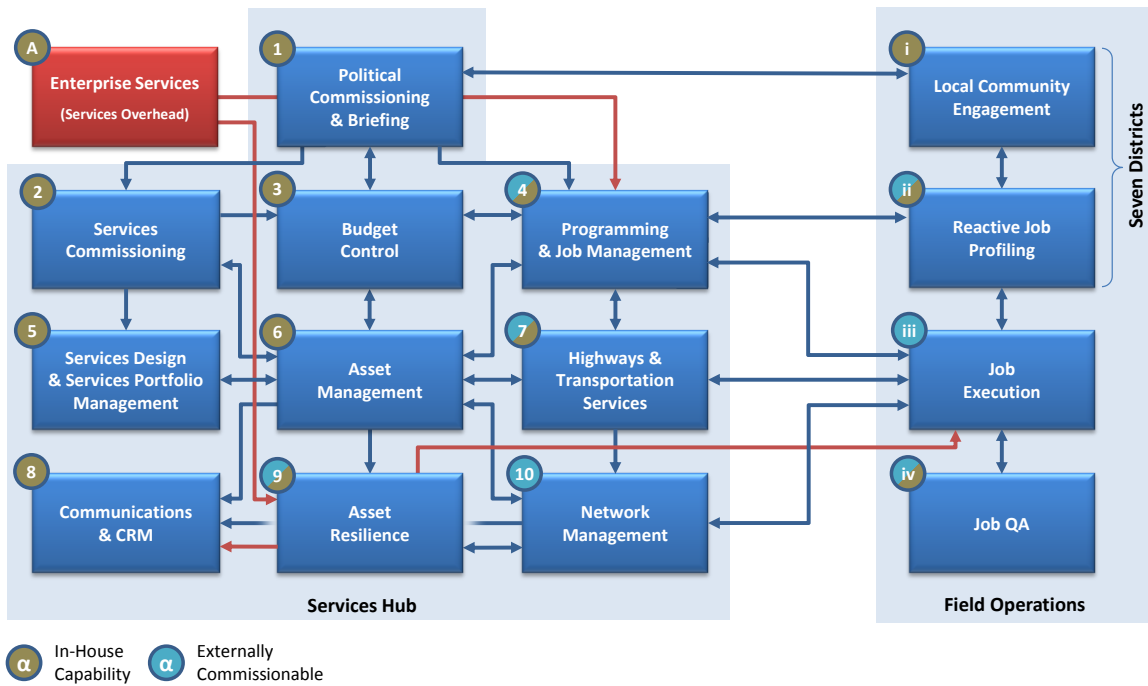
ID	Name	Priority
1	Ensure Network Availability	Critical
2	Deliver Affordable & Sustainable Services	Critical
3	Attract Inward Investment & Economic Stimulation	High
4	Provide Comprehensive Value for Money Assurance	High
5	Implement Tangible Service Improvements	High
6	Services & Asset Plan Aligned With Political Priorities	Medium-High
7	Ensure Service Continuity (Critical During Transition to FOM)	Medium

Highways: Future Operating Model (FOM)

The original FOM was developed from this work and was supported by the analysis of all the available data for the service. The structural change required to implement the FOM required an extensive consultation exercise which has resulted in a number of changes to the original model. The original proposed model can be

seen as Figure 1. With the revised structure as Figure 3. The FOM continues to represent a fundamental shift from our existing structure to focus our activity around asset management, improved budget control and enhanced programming and job management. It provides the “step change” required to send out the clear message that we cannot continue to deliver the same responsive service despite the repeated level of cuts to our resource.

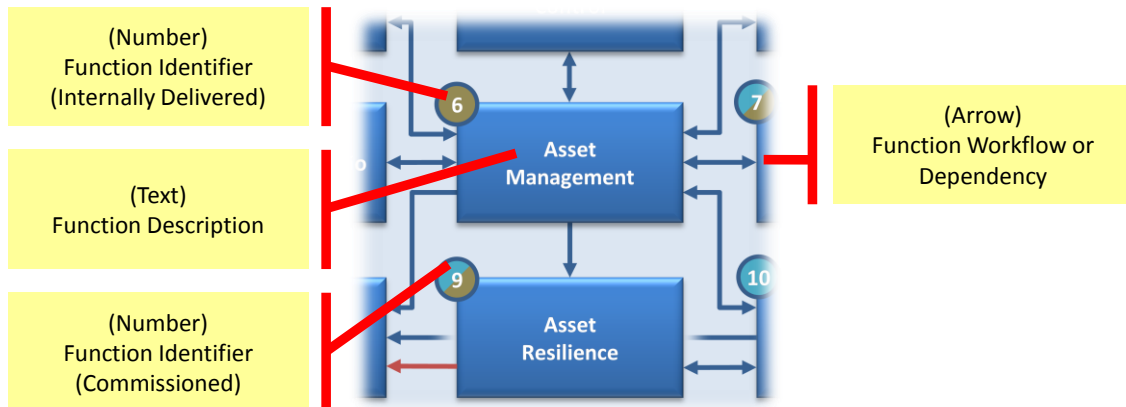
Figure 1: Lincolnshire Highways: Future Operating Model (Original)



Each of the boxes in Figure 1 represents a key function or business process within the redesigned **Lincolnshire Highways: Future Operating Model**.

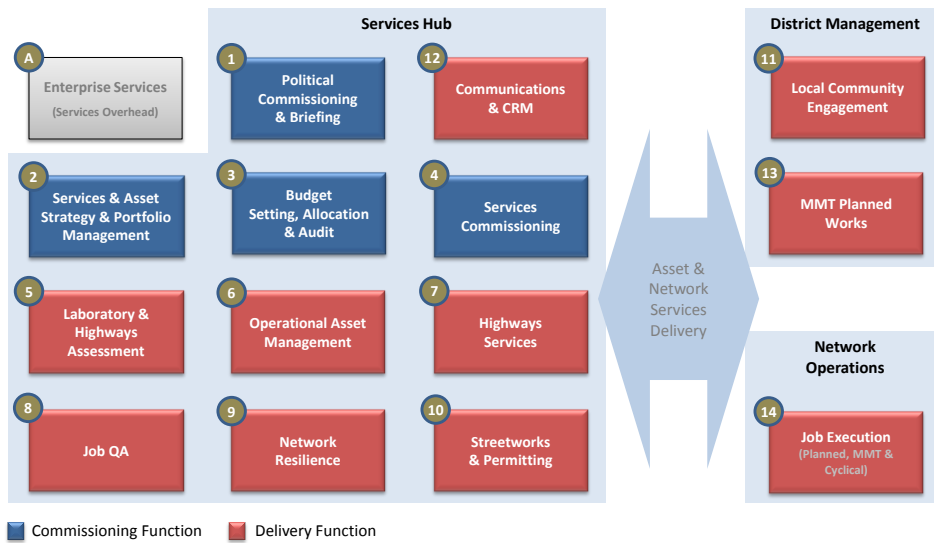
Figure 2, below, provides a key for the diagram above.

Figure 2: Future Operating Model Key



*Two-tone function identifiers are marked as “potentially commissionable”, subject to further investigation.

Figure 3: Lincolnshire Highways Future Operating Model Revised (FOM Version 19n)



Lincolnshire Highways will now have 4 Local Highways Managers as opposed to 7 District Managers.

Services Hub

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

- **Political Commissioning and Briefing**
 - Providing tighter political integration and transparency, in compliance with the commissioning principles adopted by the Authority.
- **Services Commissioning**
 - Will oversee both internal and external commissions and will be tasked with ensuring Lincolnshire County Council achieves best value. This will identify function-specific and systemic shortfalls in performance through a series of regular Value for Money Assessments and make recommendations regarding services improvement and future commissions.
- **Services and Asset Strategy and Portfolio Management**
 - As part of the new commissioning structure, each discreet highways function will be managed as part of the highways services portfolio. Each function will be subject to a programme of continuous improvement. The operational performance of each function, and the implications for the portfolio as a whole, will be considered and future functional changes recommended.
- **Budget Setting, Allocation and Audit**
 - Closely integrated with Operational Asset Management (Programming and Job Management), a redesigned Budget Control

function will improve financial management and cost control for both internally delivered services and contracted services.

- **Operational Asset Management**
 - A disciplined and consistent approach to programming and job management will supersede the previously distributed and reactive approach. This will enable effective resources management; improving efficiency and reducing the costs associated with job duplication and poor job management. This function will build on the now established Countywide Programming approach taken with surface dressing, retread etc.
 - The introduction of a Scheme Identification System will enable new asset management processes and improved treatment decisions. A more proactive, measured and controlled approach is planned, with asset management playing a pivotal role for the majority of Service Hub functions. We will need to be able to demonstrate this enhanced approach to asset management if we want to protect our increased capital maintenance grant through the Department for Transport Assessment Process.
- **Communications and CRM**
 - New, lower cost approaches for communicating with the public are being implemented; simplifying, reducing or replacing the current resource-intensive process for handling enquiries and complaints. This includes the utilisation of enhanced web-based technologies and improved data shepherding; moving job and network event data to publically-accessible web pages. In addition, this function is engaged as actively promoting the achievements of the service, building public confidence, but also managing public expectations in the face of the potential for reducing budgets. This continues to rely on the successful development of Lagan and the introduction of a functioning GIS System.

Other functions within the Services Hub will be reviewed, redesigned and resource-levelled to ensure compliance with the overall structure of the Future Operating Model. Many individual initiatives, such as the introduction of a Permit Scheme, have already been completed or are underway but these are being co-ordinated as part of the implementation of the Future Operating Model to ensure consistency and coherence with the larger operating model.

District Management

- **Local Community Engagement and,**
- **MMT Planned Works**

These two functions provide for local representation and data gathering, whilst utilising the Services Hub for works programming, job management and quality assurance. In implementing a more co-ordinated approach, it is possible to rationalise the scale of Field Operations, remove the duplicated functions and reallocate resource. One major change from the original FOM proposal is a move away from the politically aligned 7 District Managers to a more conventional 4 Local Highway Managers.

Issues and Challenges

The opportunities highlighted are significant but not without issues and challenges that will need to be addressed before these benefits can be realised.

An improved Commissioning Framework will enhance the ability to progress with clarity and purpose. Further defining the roles and responsibilities for both commissioning and delivery elements of the service will improve the ability to deliver on clear outcome based methodology. We have developed a clear Strategic Highways Commissioning Framework as part of our work.

The existing operational delivery model has served Lincolnshire well over recent periods of change and has allowed us to respond to the incremental change over that period but will not facilitate the fundamental change required to deliver under the current economic climate. The current generic approach to roles and responsibilities has resulted in a lack of clarity on the allocation of resource to address specific service delivery functions.

Current Progress Following Completion of the Full Business Case

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

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

Timescales

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

2. Conclusion

The benefits identified within the Full Business Case are both reasonable and potentially very significant. Based on the analysis to-date, the cost savings are estimated to be £3 m (probable case, excluding contractor-side benefits). The cashable benefits over five years are in excess of £13.8 m (probable case, again, excluding contractor-side benefits). Whilst the proposed approach reduces the agility and responsiveness of the current service, there is little or no discernible impact on overall performance; in fact.

The original Future Operating Model proposed a simplified, leaner structure, with greater focus and accountability than the current Division-based model. Changes introduced as part of the consultation exercise means that a process of Transitional Planning will be required to fully realise all of the business benefits. The FOM provides a robust platform for additional consolidations and operational savings, once the new baseline has been established.

The Future Operating Model has been designed to include the core tenets of "best practice commissioning" from the outset. Proving has reviewed the Future Operating Model against the key principles and philosophies as defined by the *Chartered Institute of Public Finance and Accounting* (CIPFA) and the *Centre for Public Innovation* (authors of the Cabinet Office best practice guide to commissioning).

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

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

This report was written by Paul Rusted, Infrastructure Commissioner, who can be contacted on 01522 553071 or paul.rusted@lincolnshire.gov.uk.

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Policy and Scrutiny

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

Report to:	Highways and Transport Scrutiny Committee
Date:	28 November 2016
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:

Members of the Committee are invited to consider and comment on the work programme as set out in Appendix A to this report and highlight any additional scrutiny activity that could be included for consideration in the work programme.

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
Appendix B	Forward Plan of Decisions relating to Highways and Transport Scrutiny Committee

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 Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

Chairman: Councillor Michael Brookes

Vice Chairman: Councillor Andrew Hagues

28 November 2016		
Item	Contributor	Purpose
Performance Report, Quarter 2 (1 July to 30 September 2016)	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Winter Maintenance Update	Richard Fenwick, Engineer – Highways Maintenance	Update Report
Future Service Delivery Update	Paul Rusted, Infrastructure Commissioner	Update Report

23 January 2017		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Boston Transport Strategy	Richard Hardesty, Senior Project Leader	Pre-Decision Scrutiny Executive Councillor: 24 – 31 January 2017
CCTV Pilot Scheme for Parking enforcement outside schools update	Matt Jones, Parking Services Manager	Update Report
Revenue and Capital Budget Proposals 2017/18	Michelle Grady, Head of Finance (Communities)	Budget Scrutiny

27 February 2017		
Item	Contributor	Purpose
Performance Report, Quarter 3 (1 October to 31 December 2016)	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Speed Limit Policy and Traffic Policy for Schools Update	Graeme Butler, Project and Technical Support Manager; Andy Wharff, Area Highways Manager	Policy Review
Street Lighting Transformation Project Update	Richard Hardesty, Senior Project Leader	Update Report

10 April 2017		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report

For more information about the work of the Highways and Transport Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to Highways and Transport Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I012423 New!	Boston Transport Strategy - Refresh to 2036	Between 24 January 2017 and 31 January 2017	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Report	Senior Project Leader (Major Schemes) Tel: 01522 550393 Email: richard.hardesty@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director for Environment and Economy	No	Boston Coastal; Boston East; Boston Fishtoft; Boston North West; Boston Rural; Boston South; Boston West

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