



County Offices
Newland
Lincoln
LN1 1YL

20 July 2017

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Friday, 28 July 2017 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 'T McArdle', with a long horizontal line extending to the right.

Tony McArdle
Chief Executive

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

Councillors M Brookes (Chairman), C J T H Brewis (Vice-Chairman), Mrs W Bowkett, Mrs J Brockway, Mrs K Cook, M A Griggs, R Grocock, R A Renshaw, S P Roe, A N Stokes and E W Strengiel

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
FRIDAY, 28 JULY 2017

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declaration of Members' Interests	
3	Minutes of the previous meeting held on 16 June 2017	5 - 14
4	Announcements by the Chairman, Executive Councillors and Lead Officers	Verbal Report
5	Highways 2020 Update Report (July 2017) <i>(To receive a report by Paul Rusted, Infrastructure Commissioner, which provides an update on the work being carried out to replace the Lincolnshire Highways Alliance)</i>	15 - 20
6	Performance Report, Quarter 4 (1 January to 31 March 2017) <i>(To receive a report from Paul Rusted, Infrastructure Commissioner, which sets out the performance of the highways service including the Lincolnshire Highways Alliance, Major Schemes Update and the Customer Satisfaction Information)</i>	21 - 52
7	Effective Highways Communication <i>(To receive a report from Satish Shah, Network Manager South, which provides the Committee with an update on the review of measures being undertaken to improve the highways and transport service users' experience)</i>	53 - 60
8	Highways and Transport Scrutiny Committee Work Programme <i>(To receive a report from Daniel Steel, Scrutiny Officer, which enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit)</i>	61 - 68

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

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

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE 16 JUNE 2017

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors C J T H Brewis (Vice-Chairman), Mrs W Bowkett, Mrs J Brockway, Mrs K Cook, M A Griggs, R Grocock, R A Renshaw, S P Roe, A N Stokes and E W Strengiel

Councillors: Mrs C L Perraton-Williams attended the meeting as observers

Officers in attendance:-

Justin Brown (Commissioner for Economic Growth), Paul Rusted (Infrastructure Commissioner), Daniel Steel (Scrutiny Officer), Steve Willis (Chief Operating Officer, Development Services) and Rachel Wilson (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

There were no apologies for absence.

2 DECLARATIONS OF MEMBERS' INTERESTS

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

3 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 27 FEBRUARY 2017

RESOLVED

That the minutes of the meeting held on 27 February 2017 be received and signed by the Chairman.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OPERATING OFFICERS

There were no announcements by the Chairman, Executive Councillors or Chief Operating Officers.

5 HIGHWAYS AND TRANSPORT 'WHO WE ARE AND WHAT WE DO'

The Committee received a presentation from the Chief Operating officer and the Infrastructure Commissioner which provided an introduction to the commissioning strategies for Highways and Transport. Detailed information was provided on the following areas:

- Organisational Structure
- Commissioning Strategies
- Scrutiny Input
- GLLEP
- The Midlands Engine/Midlands Connect
- Grantham Southern Relief Road
- King 31 Link Road
- Lincoln East West Link
- Lincoln Integrated Transport Strategy
- Lincoln Eastern Bypass
- Peppermint Junction: Holbeach
- Western Growth Corridor Sustainable Urban Extensions
- Highways Future Operating Model Objectives, Milestones and Outcomes,
- Street Lighting
- LCC integrated service approach to Flood Risk & Highways Development Management
- Statutory Consultees in the Planning Process
- Statutory Role
- What we consider as a consultee – as Highway Authority
- What we consider as a consultee – as lead local flood authority
- Transport Services – Issues
- Speed Management Policy – Work of Scrutiny Committee - A Case Study
- Performance Reporting

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

- In relation to the Western Growth Corridor it was queried when work would start as the contractor had pulled out, however, members were advised that these types of schemes were heavily dependent on the market as they were driven by private development.
- Concerns were raised regarding access and egress for the 3200 houses which were planned as part of the Central Lincolnshire Local Plan as there was already a lot of traffic. It was confirmed that measures to address this were still in the plan. However, Mark Welsh, Flood Risk and Development Manager, would be the most appropriate person to give an update on this.
- Clarification regarding roles of officers in relation to highways and transport and growth was provided.
- Concerns about safety were expressed regarding swales, particularly one on Tritton Road, as they could become attractive natural areas with wildlife, and it was queried how much consideration was given to these safety issues. It was reported that there were currently complication with maintenance of SUDS (Sustainable Urban Drainage Systems) and the debate was ongoing regarding those which were outside of the highway and who was responsible for them. Any maintenance plan put in place would have to take safety into consideration. There was a need for a delicate balance, as there were a lot of amenity areas which could have risk attached. It was noted that one option

could be to fence the swales, however, members were advised that further information in relation to SUDS would come to this Committee in the future.

- In relation to the Lincoln Eastern Bypass, it was noted that the previous Environmental Scrutiny Committee had received a very interesting presentation regarding the archaeology of the site, and it was queried whether this committee would be able to receive a similar update. Members were advised that the presentation that was given at the previous committee could be circulated to this Committee for information.
- It was queried whether updates would be received in relation to street lighting, and members were advised that officers were already committed to bringing the review of the project back to the Committee in April 2018.
- It was confirmed that currently the Council did subsidise the pre-9.30am concessionary fares scheme for bus passes, but like all services, this would be for review under the next round of budget discussions.
- It was noted that there had so far been 17,000 conversions of streetlights to LED, and it was queried whether this had been a targeted approach or whether they would all be converted. Members were advised that initially, all the old sodium type of bulbs had been changed as there was a cost benefit. Newer street lighting was fairly efficient, but would be converted as there was a need.
- It was queried what progress had been made in ensuring that statutory undertakers were working in conjunction with the authority. Members were advised that a permit scheme had been introduced in October 2016 which gave the authority more powers. The income received also meant that more inspectors could be employed. It was noted that it was still early days, but an improvement was being seen.
- In terms of connectivity with the Yorkshire and Anglian regions, it was noted that there were no formal systems in place, but the authority did have good relationships with its neighbouring highways authorities. It was also commented that areas were starting to group together for transport schemes, and Lincolnshire was currently part of the Midlands Connect and Midlands Engine.
- It was commented that at some point, possibly soon, the 'austerity brakes' would come off, and it was queried to what extent did the authority have plans for schemes 'on the shelf' and ready to go if there was an opportunity for funding for these schemes. Members were advised that there were schemes ready for funding, but it was noted that there was actually a lot of capital around at the moment. However, it was commented that maybe it was time to design some more. Discussions had taken place with the portfolio holder and it was hoped to increase the advance design block. It was noted that there was a need for revenue money to prepare these schemes.
- Members were advised that the authority did bring in a lot of money through bids. There was a need to think about where the authority wanted to be in 3 – 5 years. There was a long list of schemes which highways would like to put in place, and some of those with the highest cost – benefit rating had been brought forward. Officers would now be looking at medium term schemes.
- In terms of street lighting, one member commented that in rural areas, very few people mentioned the switch off, but in was in towns, such as Sleaford,

where people seemed to be most upset by it. It was queried whether a different approach such as switching off every third light, rather than whole areas/streets could have been taken, as this has been a big issue for people. Members were advised that if there was going to be lighting, then this needed to be at the right levels, and alternate approaches were considered. It was noted that there were exemption to the policy, such as those areas with traffic calming measures. Strategic roads were also lit all night, as well as those areas with a night time economy. New housing developments were also now being switched off at midnight.

- It was noted that there were still financial pressures on the Council, and a review of the Street Lighting project would be coming back to this Committee.
- In relation to alternate lights being switched off instead of whole streets, one member commented that they had been told that if people's eyes were constantly adjusting from light to dark too often it could be dangerous.

In relation to points raised, it was commented that the archaeology presentation relating to the Lincoln eastern Bypass would be circulated, and it was also noted that the permit scheme annual report was also on the work programme as an item to be scheduled.

It was confirmed that members were able to share information received at this meeting with district colleagues if they wished as the Committee was open to the public.

RESOLVED

That the presentation and comments raised be received.

6 LINCOLNSHIRE HIGHWAYS ALLIANCE (LHA) REPLACEMENT - (HIGHWAYS 2020)

It was reported that the three contracts which formed the Lincolnshire Highways Alliance (LHA) began on 1 April 2010 and were due to reach full term on 31 March 2020 following the award of the final extension. The three contracts were the Highways Works Term Contract, the Traffic Signals Term Contract and the Professional Services Contract.

Members were guided through the content of the report, and were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised included the following:

- It was queried why these arrangements had suited Lincolnshire better as other authorities who had entered into these arrangements had not been as successful. Members were advised that the LHA had regularly been a part of the scrutiny process which had brought issues out into the open and had also brought senior officers from each of the contractors into the Committee. It was also reported that the authority had been very active at making sure that standards were maintained. It was also noted that the authority had been very lucky to be able to retain its Highways Laboratory. Members were informed

that trips would be offered to the lab as part of the process of determining a replacement for the Highways alliance contract.

- In order for contracts such as the Highways Alliance to be a success, there was a need to constantly strive to improve.
- It was commented that there would be a need for members to have knowledge of the contracting process, as it would be important to show that there was an understanding of what was being scrutinised. Members were advised that there was an expectation that this would be a regular paper to the scrutiny committee which would help members to increase their knowledge of the issues.
- The importance of in-house knowledge was emphasised, as if design work was outsourced, whilst a design would be technically correct, when looked at with local knowledge there could be an opportunity to do things slightly differently and save money.
- It was queried whether there was any succession planning taking place to ensure that in house knowledge was retained. Members were advised that there were a number of highly skilled people who would be retiring in a couple of years. However, apprenticeship schemes with career grades had been introduced to try and mitigate this.
- Members were advised that there was a plan in place, but it was acknowledged that there was a difficulty in attracting experienced professionals to Lincolnshire. There was support from the university and HND programmes. It was commented that sometimes it was better to 'grow your own' in terms of skilled staff.
- It was clarified that the working group which it was proposed to set up would be separate to the scrutiny panels and only 3-4 members would be involved and the working group would bring regular reported back to this Committee to ensure that it was kept up to date on the direction and the options being considered.
- It was reported that by Christmas, there would be a need to have made a decision regarding the direction of travel.
- It was suggested that the working group should be made up of the Chairman and Vice-Chairman of the Scrutiny Committee and the portfolio holder for highways, transport and IT. It was further suggested that an additional member should be included who may not have as much experience in terms of highways matters in order to provide a different viewpoint.
- In terms of an options appraisal and a cost benefit point of view, with a single provider it was queried whether there would be a danger of a lack of competition, and how long it would be before performance could be reviewed. It was reported that a desirable length of contract was about 7 years, mainly due to the value and lifespan of assets (e.g. vehicles) which would be purchased.
- In relation to the potential impact of Brexit on short, medium and long term schemes, it was noted that the movements of the pound had impacted on steel prices. It was also noted that the authority had employed a number of skilled staff from the EU.
- In relation to suppliers and the procurement process the aim was the cheapest price at the right quality. It was noted that a lot of companies where national

rather than local, and it was queried whether there was a way to encourage Lincolnshire firms to bid for these contracts. Members were advised that the authority did have some existing framework agreements with medium sized local companies. It was also noted that many of the staff who work for the national companies, such as Kier, actually lived locally.

- It was commented that using local companies should always be competitive, as there would be fewer travelling costs.
- It was suggested whether it should be included in the options appraisal that local businesses should be used.
- Officers and members would be visiting some authorities which still had DLO's. However, they would need to be set up very differently to how they were in the past if they were to be competitive.
- Current contracts had open book accounting, so officers were able to see how contractors were spending their money. It was noted that some staff were paid more than the county council equivalent.
- Members were informed that it could be difficult to get some companies to tender for work, and it was important to create the right contract in order to invite the right competition. It was noted that some authorities were finding it very difficult to get the right bidders.
- It was confirmed that the authority was open to invitations to tender and that select list tenders disappeared from this authority a long time ago.

RESOLVED

1. That the Committee support the suggested next steps as outlined in the report, including the setting up of a Steering Group to include the following – Councillors M Brookes, C J T H Brewis, R G Davies and S P Roe.
2. That additional priorities for officers to consider as part of the contract development process include
 - Encouraging the use of local businesses
 - The impact of Brexit to be kept in mind as discussions progress

7 ENGAGING WITH MIDLANDS ENGINE AND MIDLANDS CONNECT

It was reported that the Midlands Engine was a partnership which was seeking to promote growth across the whole of the East and West Midlands. It was supported by government and was likely that significant resources for growth would be routed through the partnership. The report presented to the Committee described the work of the Midlands Engine Partnership and considered how Lincolnshire County Council should engage with the partnership.

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

- A lot of work had been done in relation to transport priorities which were contained in a document called 'Midlands Connect'

- There was a challenge to ensure that the people who made decisions knew that Lincolnshire was an important area and that there were schemes which were ready to be implemented when funding became available.
- It was highlighted that the improvements to the Newark bypass would not be a scheme in Lincolnshire, but it would be of benefit to the county as it was one of the main gateways to Lincolnshire.
- A lot of work had been done to make sure that the rail connections which ran east to west were improved. It was reported that the increase in fast trains on the East Coast Mainline was welcome because it would improve connections with London, but that the increase would make it more difficult for East/West trains to cross the East Coast Mainline.
- The challenge was not just about showing why Lincolnshire needed funding for certain schemes, but also to demonstrate why what would be proposed would also be important for the Midlands area.
- The Midlands engine needed to understand the importance of Lincolnshire as well as trusting the authorities to deliver the projects if funding was awarded.
- It was queried whether there were any plans to improve the A17 as the condition of the road could be a barrier to people travelling through Lincolnshire, and it was suggested whether this could be included as a priority.
- Caution was advised to stop this from becoming a 'shopping list' of improvements that councillors would like to see. However, it was noted that the A17 was one of those roads which was important to freight transport. It was queried whether this would be more of a national project in terms of moving freight from Lowestoft to the North West.
- It was also noted that some roads to Skegness were in a poor condition and it was queried if there were plans to improve them up to the M180. Members were advised that making a case for Skegness to the Midlands Engine should be fairly easy because of the traditional relationship between the east coast resorts and the industrial midlands cities, but Midlands Engine funding would only be available if a clear case could be made for how investment would have an impact on the growth of the Midlands. It was noted that officers would be working with the Greater Lincolnshire LEP to help it refresh the transport strategy to include some of these points.
- It was commented that the report referred to consideration being given to the Government Art Collection being showcased in Birmingham, however, it was felt that there was already a lot of cultural exhibits in Birmingham and this was something that would do more benefit to Lincolnshire.
- It was important to ensure that when the authority presented itself it did so with a narrative of what benefit Lincolnshire brought to the midlands. Areas which were properly engaging with this partnership were Nottingham City, Nottinghamshire and Lincolnshire.
- The government had asked the Midlands Engine to look at skills, however, officers believed this was more of a national issue, such as the design of apprenticeships.
- It was commented that a task and finish group had taken place a number of years earlier which had looked at the Impact of Transportation on Maximising Economic Growth (ITMEG). It was noted that this work had produced some very clear action plan activity and had influenced the development of other

schemes. Members were advised that the final report produced as part of the Task and Finish group would be circulated to the Committee for information.

- One member commented that they strongly supported this Partnership, as nationally they had been very successful at getting additional funding, and it was felt that if this authority was not involved in this one, then Lincolnshire would lose out. It was commented that this should be supported and that members and officers do everything they can to help Lincolnshire to be proactive in obtaining additional funding.
- It was important that this did not become an urban verses rural battle.
- The benefits of electrifying the joint avoiding line were discussed and it was highlighted that there was the potential for massive savings to operators if the line was electrified as trains would no longer need to switch back to diesel power.

RESOLVED

1. That the ongoing development of the Greater Lincolnshire Local Enterprise Partnership and its use of the Strategic Economic Plan to attract resources into Lincolnshire be supported.
2. That the priorities identified through the Greater Lincolnshire Local Enterprise Partnership's analysis be supported, as well as the additional priorities highlighted by the Committee including improvements to the A17, Skegness and a link to the coastal highway and the potential for electrification of the joint line between Peterborough, Lincoln and Doncaster.
3. That officers be tasked with producing a strong overall narrative for engaging with Midlands Engine along with specific project cases which articulated LCC's priorities to the Midlands Engine Partnership.

8 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

A report was received which enabled the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity was focused where it could be of greatest benefit. The work programme would be reviewed at each meeting of the Committee to ensure its contents are still relevant and would add value to the work of the Council and partners.

Members were advised that it was proposed to change the dates of the scrutiny committee starting with the meeting in September 2017, and it was also reported that the day of the meeting would be changing from a Friday to a Monday. It was reported that new electronic appointments would be circulated to members.

Members were reminded that there was a Network Rail engagement session planned for November and it was commented that previously this had been a very good session and the previous committee had found it useful for building positive relationships with Network Rail.

RESOLVED

1. That the work programme as set out in Appendix A to the report be noted.
2. That the meeting dates be amended as discussed.

The meeting closed at 12.30 pm

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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 July 2017
Subject:	Highways 2020 Update Report (July 2017)

Summary:

This report provides an update on the work being carried out to replace the Lincolnshire Highways Alliance. The three contracts relationships which form the Alliance are due to reach their full term on 31st March 2020.

Actions Required:

Members of the Highways and Transport Scrutiny Committee are invited to review the work done to date, the work proposed for the following period and propose any changes or additions for consideration.

1. Background

This report provides an update on the work to replace the current Highway Service Contracts that form the Lincolnshire Highways Alliance which are due to reach full term on 31st March 2020. The scope of work covers (as a minimum) and considers

- Highway Works Term Contract – Currently with Kier
- Engineering Professional Service – Currently with Mouchel (WSP)
- Traffic Signals Contract – Currently with Dynniq

Alternative Service Delivery models – The Lincolnshire Highways 2020 project is not limited to a replacement of the existing model but will consider all the options available to Lincolnshire County Council. Therefore a full options appraisal process is being carried out that includes the use of the Highways Maintenance Efficiency Programme Procurement Options Toolkit. The selected option will need to be in place to ensure continuity of works from 1st April 2020.

Work undertaken to date includes:-

Market Engagement – Soft market engagement has been carried out with Eurovia, Kier and Skanska to test the service arrangement and company position in the market. All three companies were consistent with their core offering indicating that an initial 7 year term would see the best return for both parties in

terms of plant/equipment depreciation. Meetings have also been arranged with Tarmac and Volker Highways. Traffic Signals and Professional Services Contract market engagement meetings are currently being arranged and are due to take place in August/September 2017.

Local Authority visits – Telephone conference calls have been held with Devon and Hampshire. Both authorities have recently been through a re-procurement of Highway Services and utilised the new Competitive Procedure with Negotiation (CPN) route. Both authorities approached this differently from a legal perspective. CPN saved between 6-7% from the original tendered figures. A meeting was held with Rutland County Council and Tarmac to see how they are dealing with their reactive service. Tarmac is incentivised by utilising the New Engineering Contract Term Service Contract (TSC) Option A approach. The tendered Price List includes rates for minor works and the TSC Option C starts at orders of value higher than £20,000. Further meetings are being organised with Durham, Staffordshire and Leicester. All of these Authorities currently deliver their services in a different way to Lincolnshire. Member engagement will be requested for these visits.

Highways Maintenance Efficiency Programme Toolkit – The "Evaluate Options" section of the toolkit was carried out between the six tables that attended the Alliance 60 event on the 7th July. This is a meeting of subject matter experts from the four organisations that make up the Alliance. The toolkit was created to assist Local Authorities in the procurement routes available. The scores and comments were inputted into the web based system to provide an initial view on procurement options which will feed into the wider option appraisal work.

Councillor Options Workshop – An initial meeting was held with nominated members on the 17th July to update them on the progress to date and the options currently available. Feedback from the Alliance 60 meeting was provided prior to the presentation of an Options Heat Map which is an options selection tool developed with Proving Services from Cranfield University. The political preferences were obtained and weightings adjusted accordingly. Further detailed investigation is required for a number of possible options which include:-

- Option 13 Mobile Maintenance Teams and Incident Response Vehicles In house
- Option 1 Single Provider Contractor
- Option 2 Single Provider Design
- Option 17 In house (design) and top up (the current Technical Services Partnership Model)
- Option 4 Multiple Providers

Work planned for the next period includes:-

- Further market engagement
- Visits to other Highway Authorities
- Further Option Appraisal work

2. Conclusion

The project is now well into its option appraisal phase with appropriate engagement with Members. The next phase of work will continue to develop the preferred option. The project is on programme.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

A full Project Risk Analysis has been completed and is reviewed as part of the project work.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Highways Alliance Renewal 2020

5. Background Papers

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

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

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HIGHWAYS ALLIANCE RENEWAL 2020	
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Project: Term Service Renewal Date: Tue 18/07/17	Task		Project Summary		Inactive Task		Duration-only		Finish-only	
	Split		External Tasks		Inactive Milestone		Manual Summary Rollup		Progress	
	Milestone		External Milestone		Inactive Summary		Manual Summary		Deadline	
	Summary		Inactive Task		Manual Task		Start-only			

HIGHWAYS ALLIANCE RENEWAL 2020																											
ID	Task Name	Start	Finish	Duration	ter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Q					
53	EU Procedures	Tue 24/04/18	Fri 01/06/18	32.07 days	M	A	M	J	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
54	Notifications	Tue 24/04/18	Fri 11/05/18	3 wks																							
55	Notices	Fri 11/05/18	Thu 31/05/18	3 wks																							
56	Pre-Tendering Process	Mon 04/06/18	Fri 14/09/18	82.95 days																							
57	Selection Questionnaire	Mon 04/06/18	Fri 29/06/18	4.32 wks																							
58	Mark Responses	Mon 02/07/18	Fri 10/08/18	6.49 wks																							
59	Candidate References	Mon 02/07/18	Fri 20/07/18	3.24 wks																							
60	Evaluation Process	Mon 13/08/18	Fri 24/08/18	2.16 wks																							
61	Select list of Candidates	Mon 27/08/18	Fri 31/08/18	1.08 wks																							
62	Management Group Approval	Mon 03/09/18	Fri 07/09/18	1.08 wks																							
63	Notify Candidates	Mon 10/09/18	Fri 14/09/18	1.08 wks																							
64	Tendering Process	Mon 01/10/18	Tue 21/05/19	184.7 days																							
65	Distribute Documents	Tue 02/10/18	Tue 02/10/18	1 day																							
66	Presentation Briefing	Tue 02/10/18	Tue 09/10/18	1.08 wks																							
67	Tender Query Process	Wed 23/01/19	Thu 14/03/19	8 wks																							
68	Possible Extension Period	Fri 15/03/19	Mon 13/05/19	9 wks																							
69	Tender Return	Mon 13/05/19	Mon 20/05/19	1.08 wks																							
70	Tender Evaluation	Mon 27/05/19	Wed 16/10/19	113 days																							
71	Identify Evaluation Team	Mon 27/05/19	Mon 27/05/19	1 day																							
72	Quality Evaluation	Mon 27/05/19	Fri 28/06/19	5 wks																							
73	Cost Evaluation	Mon 27/05/19	Fri 28/06/19	5 wks																							
74	Shortlist Decision	Fri 28/06/19	Fri 28/06/19	1 day																							
75	Candidate Interviews and Visits	Fri 28/06/19	Fri 12/07/19	2.16 wks																							
76	Tender Recommendations	Fri 12/07/19	Fri 26/07/19	2.16 wks																							
77	Management Group Approval	Fri 26/07/19	Fri 26/07/19	1 day																							
78	PDG Briefing	Mon 09/09/19	Mon 09/09/19	1 day																							
79	Executive Committee Decision	Tue 08/10/19	Tue 08/10/19	1 day			</																				

Project: Term Service Renewal
Date: Tue 18/07/17

The diagram shows a 4-bit shift register. It has four data inputs labeled A, B, C, and D. It also has four data outputs labeled Q3, Q2, Q1, and Q0. The register is represented by a horizontal bar with four segments, each corresponding to one bit. Arrows indicate the direction of data flow into and out of the register.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	28 July 2017
Subject:	Performance Report, Quarter 4 – (1 January 2017 – 31 March 2017)

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 Highways Alliance Performance Report Year 7, Quarter 4
- Lincolnshire Major Highway Schemes Update July 2017;
- Customer Satisfaction Information (including service specific complaints and compliments).

The National Highways and Transport Survey and Highway Condition information is measured and reported annually and will be included in a future report.

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

- Lincoln Eastern Bypass
- Grantham Southern Relief Road
- Lincoln East West Link – Now Completed
- Spalding Western Relief Road
- Progress with North Hykeham Relief Road

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 July 2017 found as Appendix B to this report.

The highway service has again been successful at attaining the standard required to be registered for BS11000 Collaborative Working Relationships.

We have submitted this year's Department for Transport Self-Assessment with 21 of the 22 areas at the Band 3 level. Although still to be audited, this will give an overall Band 3 level resulting in the full retention of the Local Highways Maintenance Incentive/Efficiency Element Funding. This equates to £5.1m by the financial year 2020/21.

Lincolnshire Highways Alliance Performance

Introduction

The Lincolnshire Highways Alliance is an Alliance between the Council, Dynniq, Mouchel/WSP 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 has been extended by 1 year to 31st March 2020, which means that the contract are now at full term and work has commenced on options appraisal for their replacement.

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 4, can be found in Appendix A. This covers the period of January to March 2017.

The Alliance partners have managed to achieve their targets for Quarter 4. The results per contract area are:

- Alliance Key Performance Indicators (LCC/Kier/Mouchel(WSP)/Dynniq) – 95%
- Highways Works Term Contract Performance Indicators (Kier) – 90.9%
- Traffic Signals Term Contract Performance Indicators (Dynniq) – 94%
- Professional Services Contract Performance Indicators (Mouchel/WSP) – 84.3%
- Client Performance Indicators (LCC) – 70%

The performance achieved in Quarter 4 suggests that the Alliance Indicators are at a good level and look set to remain at a high standard as we start Year 8. 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 have met their "Carbon Footprint per employee" target, following a recent environmental KPIs study for 2016.

In 2015 Dynniq produced 8.1 tonnes of CO2 per employee, the target for 2016 was a 5% improvement on this. Dynniq actually achieved 6.25 tonnes which is close to a 30% improvement. This takes them closer to being Carbon Neutral and reduces the overall businesses carbon footprint by 450 tonnes of CO2 per year.

The performance of Dynniq 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 4 we have repaired approximately 21341 potholes and completed 7059 jobs.

We have treated 20 sites with the "Retread" process which equates to 78,213 sqm, 22kms or 14 miles of carriageway. The surface dressing season is well underway with 460kms or 190miles of carriageway due to be treated by the completion of the programme in early September.

Permitting went live on the 5th October and so far the implementation has run smoothly. During the first four months of operation nearly 7000 new works were planned generating an income of around £350k. Random Sample Inspections of 30% of utility works resulted in a £270k income. Overrunning of works on the highway (S.74) resulted in charges of £56k being levied. Investigatory and Defect Inspections resulted in charges of £22k and Fixed Penalty Notices for failure to comply with permit conditions £33k.

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 the 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 the Lincoln Eastern Bypass.

Mouchel have recently been sold by Kier to the Canadian Consultancy WSP. WSP already operate in the United Kingdom and have a combined worldwide workforce numbering 34,000 employees. We do not envisage any negative impact to Lincolnshire from this change but will monitor performance closely during the change process.

The outcome of the Future Operating Model in the highways service is a programme that focusses on enhancing particular aspects of TSP performance. Mouchel have added value to this process through sharing comparator data and "best practice" processes from other local authorities and have been instrumental in helping develop proposals. The combined Mouchel/LCC management team in TSP are now taking shared responsibility for implementing these proposals.

Customer Satisfaction Information

Customer Complaints relating to highways have increased this quarter mainly due to the changes in street lighting policy. Transport related complaints increased slightly with a variety of issues being raised.

Compliments relating to highways and transport declined slightly this quarter.

2. Conclusion

The Lincolnshire highway service continues to perform at a high level. This level of performance is evidenced by the national recognition of the service by the Department for Transport through its Assessment Process.

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. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Highways Alliance Performance Report Year 7 Q4 (January to March 2017)
Appendix B	Lincolnshire Major Highway Schemes Update - July 2017
Appendix C	Customer Satisfaction Information Q4 (including service specific complaints and compliments)

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



**Lincolnshire Highways Alliance
Performance Report
Year 7 Qtr 4 January to March 2017**

July 2017

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.

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Highways Works Term Contract

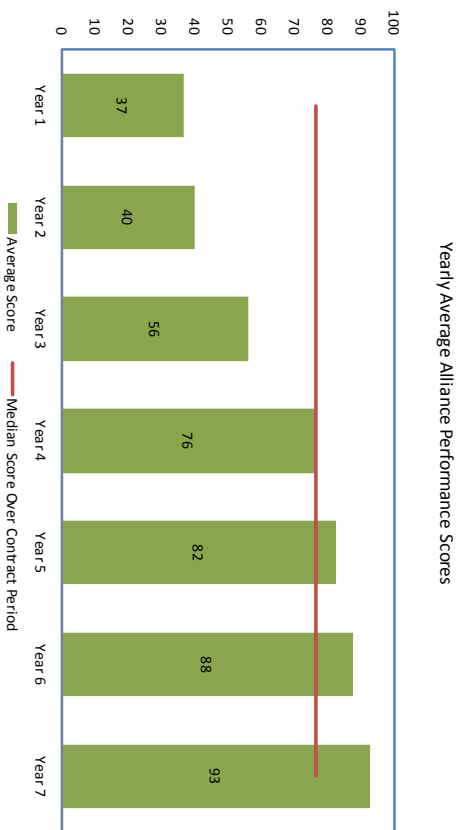
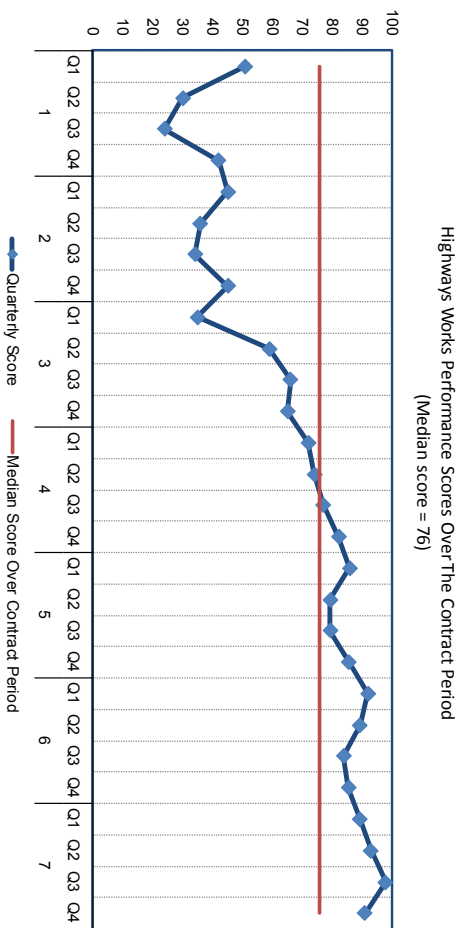
Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
HWTC P11	Street lighting Standard	98.9%	98.43%	9.9 ↑	9.8	9.8		Conversions completed this quarter were above the planned upgrades; however some jobs required return visits.
HWTC P12	Response times for emergency works	99.5%	99.8%	10 ↔	10	10.0		Out of the 1526 emergency jobs over the quarter, 1523 achieved the required response rate.
HWTC P13	Tasks completed within timescale	97%	96.34%	8 ↓	10	9.5		79 jobs out of 82 jobs were completed on time.
HWTC P15	Acceptable site safety assessments	95%	98.36%	10 ↔	10	10.0		57 assessments over the pass year have passed out of 58 assessments.
HWTC P17	Defect corrections requiring TM	98%	100%	10 ↔	10	10.0		There was no remedial works this quarter so the work carried out was 100% compliant.
HWTC P18	% waste reused/recycled	90%	96.2%	10 ↔	10	10.0		96.2% of waste was reused/recycled.
HWTC P19	Compliance with tendered Quality Statements	100%	79.17%	8 ↔	8	8.0		12 Quality statement have been selected to score this measure. After assessment it has been deemed that 9.5 are currently being achieved
HWTC P110	Quality assessment of workmanship	100%	94%	8 ↓	10	7.0		Due to resources being used on another contract, insufficient data was captured this quarter so an average of the previous 3 quarters has been used to provide a score. The average was 94% resulting in a score of 8.
HWTC P111	Reduction in Carbon Emissions	100%	100%	10 ↔	10	10.0		This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys
HWTC P112	% task orders in compliance with TMA	95%	92.59%	8 ↓	10	9.5		Out of the 54 orders 50 had been assigned the correct notice.
HWTC P14	Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0		There were no RIDDOR incidents reported this quarter so the points score is zero.
HWTC P16	Service strikes	0	2	-1 ↓	0	-1.1		There were two service strikes this quarter. Each service strike equates to -½ point being removed from the total.

Total	90.9	97.8	92.7
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Overall Summary

There has been a slight dip in performance scores this quarter, from 97.8 in Quarter 3 to 90.9 points this Quarter. This was mainly down to a lower score in P110 and P13. This is still an excellent score and is above the requirement for the annual extension.



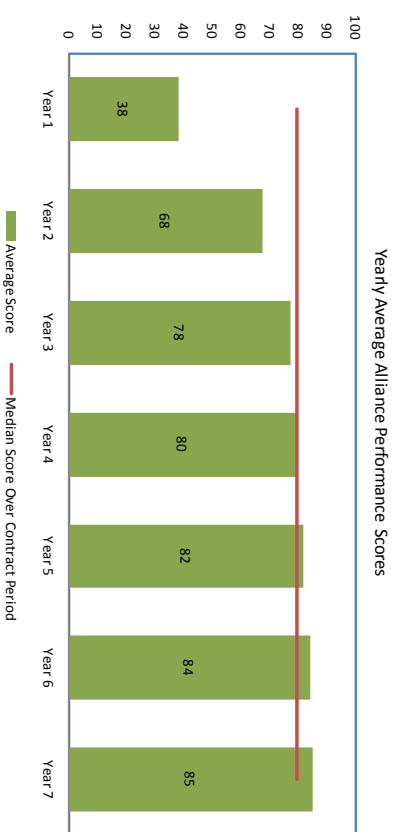
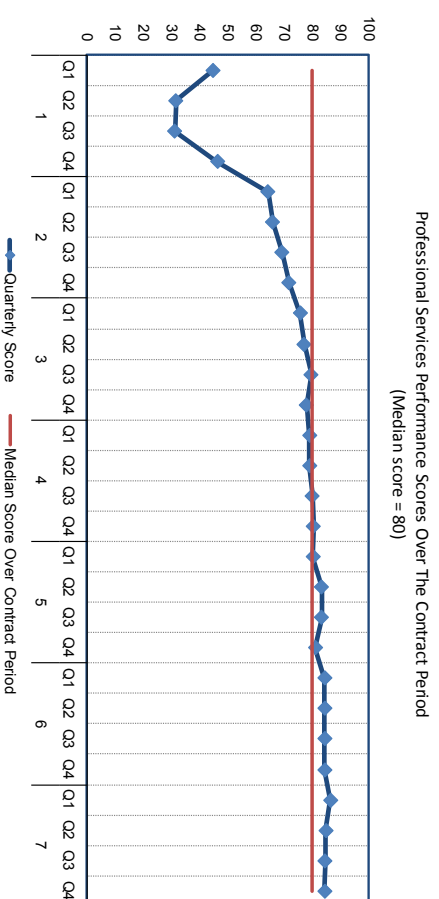
Professional Services Contract Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		2 Year Trend	Comments for Quarter
						Average	Year		
PSP P11	Client Satisfaction of Product	10	9.00	12.0 ↑	11	13.4			<p>PSP 1 and 2: Satisfaction remains at a good level, with actual results averaging over 9 out of 10 for both service and product. Work to improve the return rate has made some progress, but efforts to improve further are ongoing.</p> <p>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. The result this quarter is at 90% against last quarter of 82%, reflecting progress on the improvement plan and achievement of some deadlines that were marginally missed last quarter.</p> <p>PSP 4 & 6: Design delivery to cost and time: Delivery to time is good, and delivery to cost is improved on last quarter. Improving these aspects of performance is a key aspect of the TSP improvement plan.</p> <p>PSP 5 & 7: Works delivery to cost and time: As with design, delivery to time is good. Gathering the 'delivery to cost' data has proved challenging this month for works delivered by the Alliance due to delays in data availability. An alternative measure for influencing the designer's role in achieving the target works cost is proposed for next year.</p>
PSP P12	Client Satisfaction of Service	10	9.57	14 ↓	15	14.6			
PSP P13	Compliance with tendered Quality Statements	100%	82.0%	9 ↑	8	8.3			
PSP P14	Predictability of Design Costs	Design Costs to be within 10% accuracy	Within 5%	11 ↑	10	10.3			
PSP P15	Predictability of Works Costs	Works Costs to be within 10% accuracy	Unable to Measure	↔	0	5.9			
PSP P16	Predictability of Time for Design	Time for Design to be within 10% accuracy	90-100%	13 ↓	13	13.2			
PSP P17	Predictability of Time for Construction	Time for Works to be within 10% accuracy	90-100%	13 ↓	13	13.0			

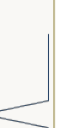









Total	84.3*	71.8	78.6
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Overall Summary

*Due to delay in data availability in has been hard to accurately measure some indicators on this Dashboard. The total score has been increased to be a fairer reflection on the Professional Service Contract



Traffic Signals Term Contract Performance Summary

Traffic Signals Term Contract				Rolling					
Performance Summary				Current Quarter	Quarter Score	Last Quarter	Year Average	2 Year Trend	Comments for Quarter
TSTC P11	10 Critical Contractors Quality Promises	100%	100%	5	↑	3	4.5		All 10 quality promises are being met scoring 5 points for 100%, this was due to the replacement of the new Imtrak Fault Management System put in place. The new system went operational in February, replacing the antiquated Saleslogix system.
TSTC P13	Acceptable Site Safety Assessments per annum	95%	100%	10	↔	10	10.0		
TSTC P14	Weekly works planning & asset data supplied within timescales	100%	100%	10	↔	10	9.3		
TSTC P15	Number of Faults Cleared within Contract Timescales	95%	100%	10	↔	10	10.0		All 394 Faults received during Q4 have been cleared within the contract timescales.
TSTC P16	% Task Orders completed on time	95%	94.04%	7	↔	7	8.5		79 / 84 task orders that have been received during Q4 have been completed within the contract timescales. A slight increase from Q4
TSTC P17	% Task Orders completed free of remedial works	95%	87.5%	7	↔	7	8.5		2 remedial have been reported for the 16 task orders this quarter
TSTC P18	% faults resolved at the first visit.	95%	97.71%	10	↔	10	10.0		385 out of 394 Standard faults & Emergency faults were resolved first time.
TSTC P19	% Task Orders carried out in compliance with TMA.	95%	100%	10	↔	10	10.0		All 16 task orders have been completed
TSTC P110	% annual inspections completed per annum.	95%	100%	10	↑	7	9.3		84 out of 82 inspections have been carried out by the end of Quarter 4. The two additional inspections came from the shortfall of Q3.
TSTC P111	Reduction in Carbon Emissions	<117 Tonnes CO2	28.04 Tonnes	10	↔	10	10.0		Target is to reduce Carbon Emission by 5% from 123.77 Tonnes of CO2. This has been achieved significantly.
TSTC P112	% waste reused/recycled	90%	100%	5	↑	3	4.0		85.15% Recycled materials & 14.85% recovered materials
TSTC P12	Reportable accidents under RIDDOR	0%	0	0	↔	0	0.0		Zero reportable incidents

Comments for Quarter

All 10 quality promises are being met scoring 5 points for 100%, this was due to the replacement of the new Intrak Fault Management System put in place. The new system went operational in February, replacing the antiquated Saleslogix system.

1 joint inspection took place this quarter and was deemed acceptable

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

All 394 faults received during Q4 have been cleared within the contract timescales.

79 / 84 task orders that have been received during Q4 have been completed within the contract timescales. A slight increase from Q4

2 remedial have been reported for the 16 task orders this quarter

out of 394 Standard faults & Emergency faults were resolved first time

All 16 task orders have been completed

84 out of 82 inspections have been carried out by the end of Quarter 4. The two additional inspections came from the shortfall of Q3.

Target is to reduce Carbon Emission by 5% from 123.77 Tonnes of CO₂. This has been achieved significantly.

85.15% Recycled materials & 14.85% recovered materials

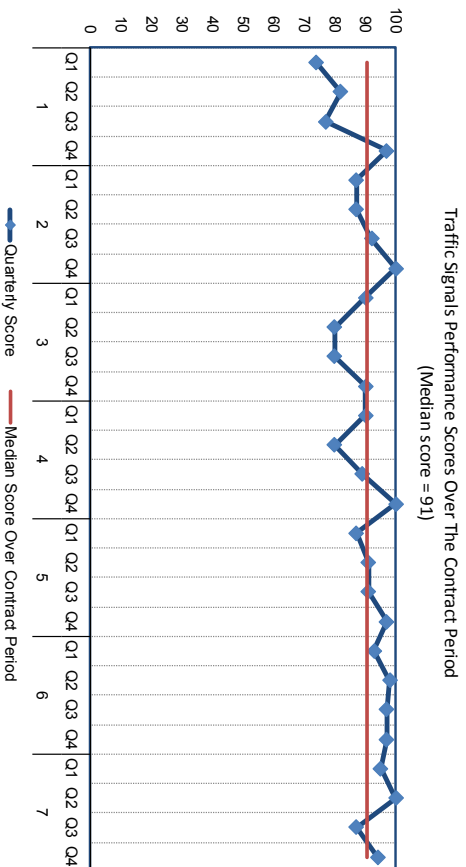
Zero reportable incidents

Overall Summary

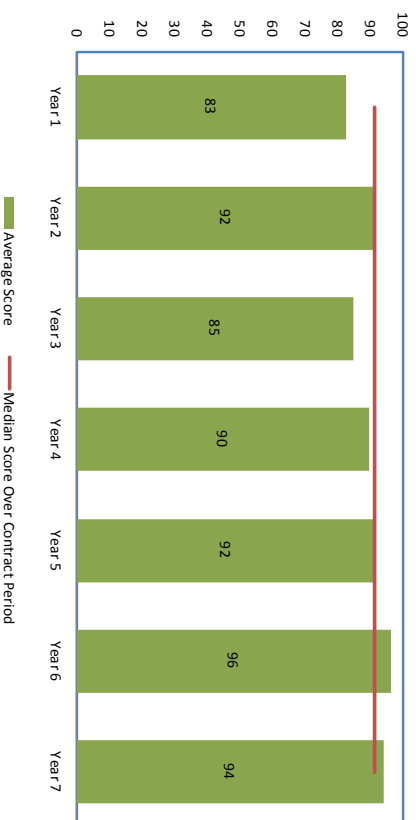
The overall score has increased this quarter, however performance in this area is always very high.

Total	94.0	87.0	94.0
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Rolling
Year
Average 2 Year Trend



Yearly Average Alliance Performance Scores

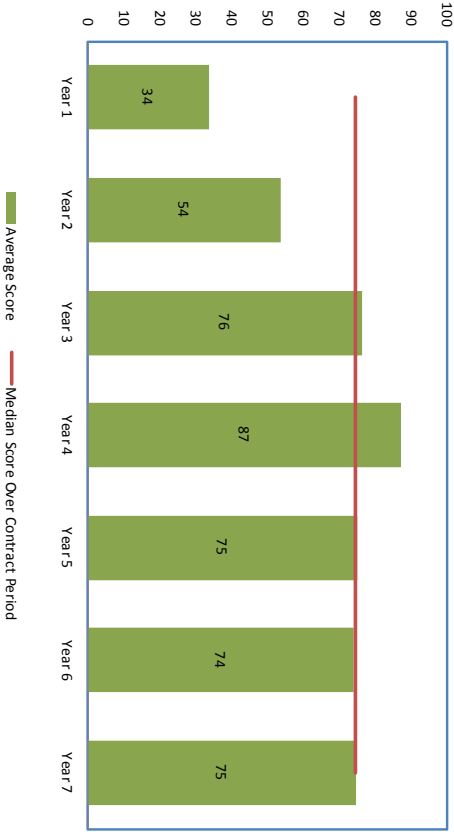
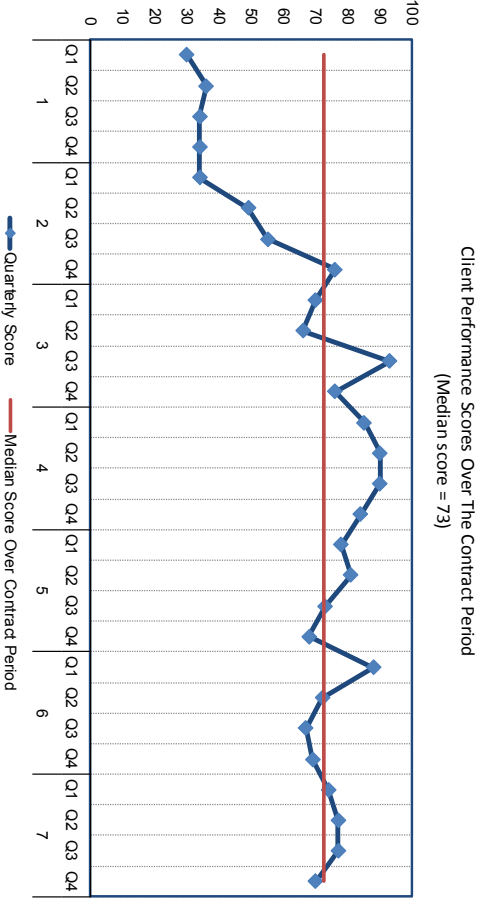


Client Performance Summary				Rolling			Comments for Quarter
		Current Quarter	Quarter Score	Last Quarter	Year Average	2 Year Trend	
Client P11	Pain/Gain Results by Area	In Gain	2.5% in Pain	8 ↔	8.0		After a recent review of financial information it has been assessed that Year 6 is around 2.5% in pain. This figure has been used to represent Year 7 as there are too few financially closed out jobs to make a reliable assessment.
Client P12	Date Forward Programme issued	On Time	On time	10 ↔	9.8		The Forward programmes have all been submitted on time.
Client P13	% variation from current programme spend profile	On time	On time	20 ↔	20.0		A method to ensure budget data is reported has been developed, allowing resources and programmes to be better understood.
Client P14	% of JVs giving all info 8 weeks prior to start	100%	92.69%	13 ↓	19		Performance has dipped with a decrease in 'right first time' client task orders this quarter, with the number rejected increasing from 1.52% in Quarter 3 to 7.31% this Quarter. In real terms this means that 354 jobs were rejected out of 4842 total jobs.
Client P15	Valuation of compensation events versus targets	<2% variation	2.81%	19 ↓	20		So far £13,323,138.72 has been raised on Confirm with £374,758.77 compensation events against that target.
Client P16	% of CEs committed within timescale	98%	43.78%	0 ↔	0.0		Out of 185 Compensation Events recorded only 81 were responded to in the two week time frame. This will need to be monitored and data will be issued on Dashboards to inform all parties of this performance.

Total	70.0 ↓	77	74.5
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Overall Summary

The Client score has decreased its score this Quarter. This is mainly due to P14 % of Jobs with Value giving info 8 Weeks prior to start having decreased its score from 20 to 13. These scores will be reported through to staff and will be monitored for improvement.

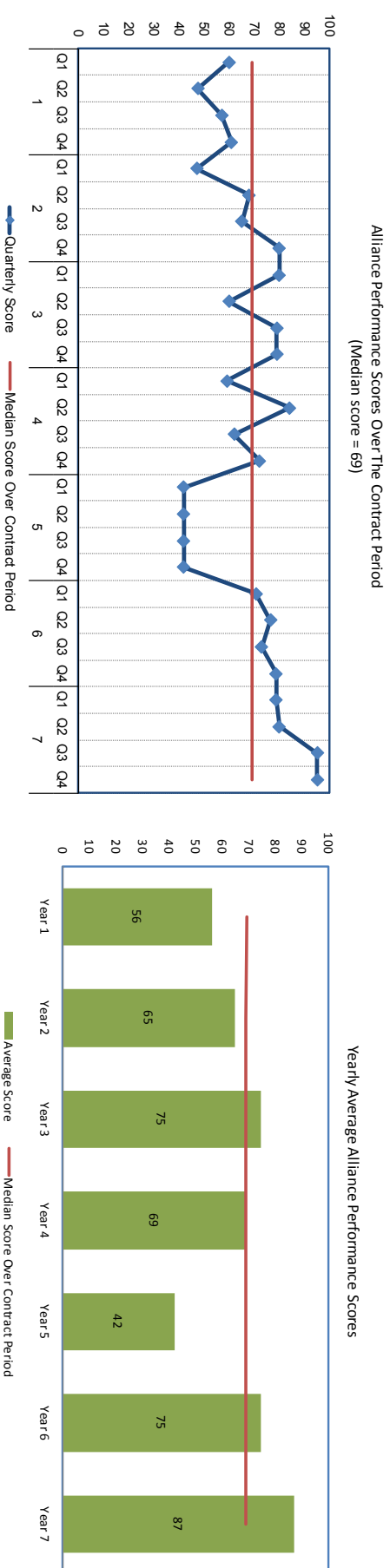


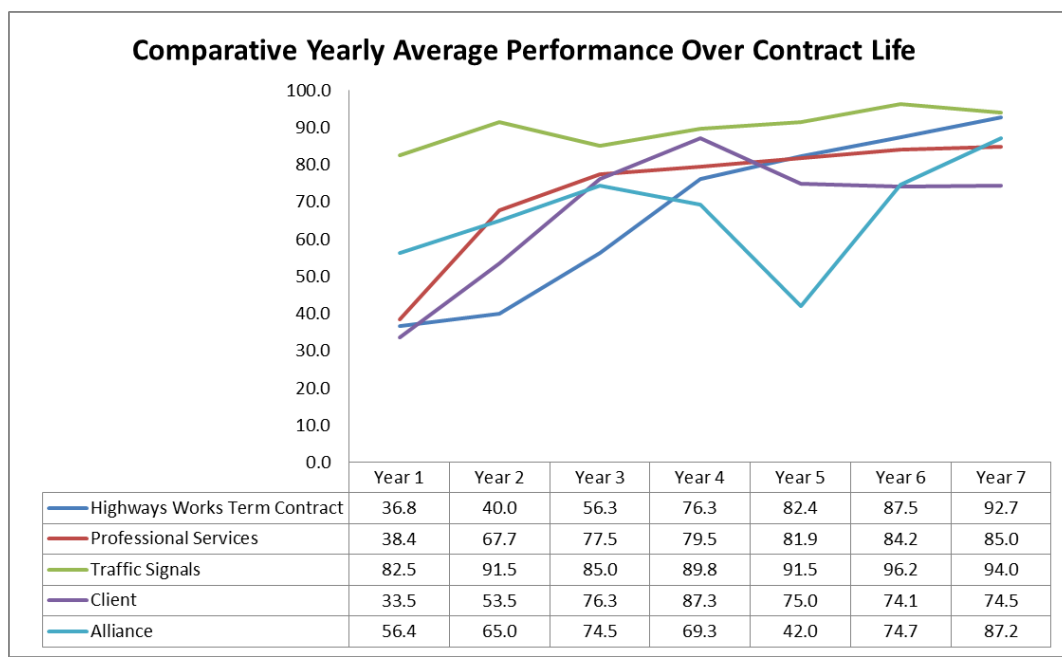
Alliance Performance Summary					Rolling		Comments for Quarter
		Target	Current Quarter	Quarter Score	Last Quarter	Year Average	
Alliance KPI1	Net/Positive Press Coverage	95%	98.5%	25 ↔	25	20.0	This Quarter there was 394 positive and neutral stories out of 400. This is annual data, and the figure for 2016 was an increase of 2% in satisfaction. This result changes once per year in October. There has been a slight decrease in the amount of jobs hitting their programmed targets, however this has had no impact on the indicator score, top marks have been awarded. The Scoring mechanism was adjusted at the start of year 6 so that the relationship is scored out of 10 instead of 12. This Quarter the relationship score was 6.32 which means the indicator has slightly increased by 0.05 of a point. The programme was issued on time.
Alliance KPI2	Public Satisfaction Survey	>0% improvement	2.00%	25 ↔	25	22.5	
Alliance KPI3	Tasks delivered against the agreed Client programme	95%	96.80%	15 ↔	15	11.3	
Alliance KPI4	Relationship scoring	>6.5 points	6.32	15 ↔	15	16.3	
Alliance KPI5	Creation of an agreed programme	by 31st Oct	by 31st Oct	15 ↔	15	14.3	

Total	95 ↔	95	84.3
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Overall Summary

The overall performance score has maintained the same score from the previous quarter. There has been no change.





Conclusion

The Highway Works Term Contract has dipped slightly this Quarter from 97.8 to 90.9 points. This is still a good score and is the fourth highest over the life of the contract. The year overall has had the highest average to date of 92.7 points.

The Professional Service Contract has slightly decreased from 84.4 to 84.3 points. This is still a good score, being the fourth highest total over the life of the contract. The year overall is the highest to date with an average score of 84.95 points.

The Traffic Signals Contract scored 94 this quarter which was an increase from 87 points last quarter. The annual average this year was 94 points but the performance result must be viewed in context. During this period their Alliance Service Supervisor had an enforced absence due to ill health. This role is key to the organisation and due to the size of the contract team this loss has a disproportionate effect on the delivery of the service. Dynniq made alternative cover arrangements and still provided a high level of service throughout this period.

The Client score has decreased to 70 points this quarter from 77. Good scores have been maintained in most indicators apart from PI4 - % of Jobs with Value giving all info 8 weeks prior to start. In this indicator performance has dipped which has had an impact on the overall score.

The Alliance Indicator has maintained its score of 95 points this Quarter. This is the highest level this score has been at, and the average score this year of 87.2 is the highest over the length of the contract.

James Malpass
July 2017

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
HWTC 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. Continue to review	Target Cost and Performance Manager, Kier Officer and Divisional Officers.	June 2017 Q1 Year 8
Client PI 4	% JV orders giving "all Info" 8 weeks prior to start	Use of dashboard to highlight area where there may be issues. Restructure of Divisions may have caused a dip in figures – needs to be monitored.	Network and Development Managers, Divisional management and Client Service Teams.	June 2018 Q1 Year 8
Client PI 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.	Network and Development Managers, TSP management and Divisional management.	June 2018 Q1 Year 8

Highway Works Terms Contract (HWTC)– Performance Indicators

HWTC PI1 - Street Lighting service standard.

This indicator is designed to measure the percentage of streetlights working within Lincolnshire and is identified through night scouting regime and customer reported faults.

The method of assessment has been amended to suit the transformation project. Since 2016 due to ongoing funding cuts, there has been a project of conversion of the current infrastructure. This has include converting street lighting to LED lights, 'part-night' lighting and switching off of lights permanently as a way of reducing spending.

Further information can be found at : www.lincolnshire.gov.uk/transport-and-roads/major-projects/street-lighting-transformation-project

As such this indicator is measured by looking at the following elements

- a) Amount of conversions completed in line with project plan
- b) Delivery of daily whereabouts each working day
- c) % of Non-transformation and non-emergency jobs not requiring return visit
- d) % of Non-transformation and non-emergency jobs completed

HWTC PI2 - Compliance of response times in respect of emergency works

This indicator is designed to measure the percentage of emergencies responded to within given timescales.

This is identified by comparing the total number of emergencies attended within time, to the total number of emergencies reported and logged.

HWTC PI3 - Tasks completed with given timescale

This indicator is designed to measure the percentage work orders completed within agreed timescales.

This is identified through comparing the total amount of work orders completed within agreed timescales, to the total amount of work orders.

HWTC PI5 - Acceptable site safety assessment

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections. Ratings are 1-5 where 1 and 2 is classed as not acceptable.

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 target is for 95% of assessments to be considered acceptable.

HWTC PI7 - Defect correction requiring traffic management.

This indicator is designed to measure the amount of remedial work carried out over a quarter, where defects have been found and need to be rectified.

This is identified by comparing the number of defect job types raised in quarter as a percentage of total number of orders.

HWTC PI 8 - % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

HWTC PI 9 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

The statement currently used to monitor performance are : -

- Audits undertaken by competent, trained and qualified assessors will focus on compliance with legislation, policy, meeting contractual requirements and effectiveness and efficiency of key processes. Value from audits will be shared across the Alliance.
- Engage schools, colleges as part of Local Communities Investment Plan. Provide presentations to local schools about “stay safe – stay off site”, road safety and careers within construction industry
- Improve customer satisfaction and lower overall costs and improvements by measuring community response.
- To develop a Vehicle and Plant Asset Review
- Each area to have a Performance Improvement Plan
- “Drive Alive” training scheme to be initiated to drive down carbon emissions and teach methods of safe and economical driving which must be adhered to.
- Implement and improve the Alliance H&S Plan
- To develop a programme of inspections and audit.
- All Schemes to be financially closed out within 3 months.
- Involve subcontractors with improvement scheme.
- Produce an agreed programme of works .
- Alliance training to be delivered to all staff

HWTC PI10 - Quality assessment of workmanship

This indicator is designed to measure the compliance to agreed material standards as detailed within contract specification.

A number of sites are tested by Lincs Lab and reported compliance is used to equate the indicator score. Sites can be requested by Division for investigation, but the majority of sites tested, are randomly selected.

This is identified by comparing the total number of passed quality assessments, to the total number of assessments carried out to get a pass percentage.

Ideally the pass percentage should be 100%, so total points reduce for being below this; 1 point for every 3% below.

HWTC PI11 - Measure/reduce carbon over the whole fleet

This indicator is designed to monitor the amount of mileage each quarter to try to ensure that there is a reduction in our carbon emissions.

HWTC PI12 - % task orders in compliance with Traffic Management Act

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

HWTC PI4 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

HWTC PI6 - Services Strikes

This indicator is designed to measure the number of statutory undertaker equipment strikes occurring during works on the Lincolnshire highway network. The objective of this indicator is to minimise the number of service strikes.

This indicator does not provide points as ideally there will be no strikes. Instead points are lost from the total if any occur.

Professional Services (PSP) – Performance Indicators

PSP PI1 – Client Satisfaction of Product

This indicator is designed to measure Client Satisfaction with finished Works.

The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the end product..

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

$$PI = \frac{\text{total score of questions answered.}}{\text{Number of questions answered.}}$$

PSP PI2 – Client Satisfaction of Service

This indicator is designed to measure Client Satisfaction with the provided service.

The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the service provided.

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

$$\text{PI} = \frac{\text{total score of questions answered.}}{\text{Number of questions answered.}}$$

PI3 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

PSP PI 4 - Predictability of Design Costs

This indicator is designed to measure Professional Services Design Costs compared to agreed fees. An agreed fee for design prior to commencement of work is compared to the Actual out-turn fee (this will include any additional fees).

Ideally the Actual out-turn fee will equal the agree fee or come under.

This indicator measures the percentage of construction works where the design costs ended up being above the agreed fee.

PSP PI 5 - Predictability of Works Costs

This indicator is designed to measure the estimated works costs against the Actual works cost. A figure is produced each quarter to show how accurate estimates were for a given quarter.

Ideally the costs of works will be less than or equal to the estimated amounts.

PSP PI 6 - Predictability of Time for Design

This indicator is designed to measure the time taken for Design work compared to agreed timescales for this process.

Each set of works has an agreed length of time for design. This is the length of time expended in providing the required deliverable(s) prior to commencement of construction.

The Agreed time to undertake the work and target delivery date is compared to the actual date the design work was completed.

This accuracy is used to give an interpretation of how much Design work has been completed on time, or going over schedule.

PSP PI 7 - Predictability of Time for Construction

This indicator is designed to compare the actual time taken to undertake Works compared to the estimated time for construction.

This measure gives an indication as to how accurate the design works were with regards to estimate timeframes.

Traffic Signals Term Contract (TSTC) – Performance Indicators

TSTC PI 1 - 10 Critical Contractors Quality Promises

This indicator is designed to measure to what extent the quality promises from the contract tender are being met

Analysis of actions by the term contractor in relation to the quality promises with 1 mark being given for each action achieved. Actions are:

1. Full attendance and participation at Alliance Meetings
2. Fully operational Lincolnshire depot and testing facility
3. Fully engaged in ECI in design process
4. Fully engaged in managing the programme
5. Full collaboration in Alliance projects
6. Full implementation of Alliance branding
7. Competency of staff
8. Full operation of target cost financial system
9. Full operation of an open book financial system
10. Fully compliant Fault Management System

A maximum score of 5 points is obtained by meeting all 10 promises.

TSTC PI 2 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

TSTC PI 3 - Acceptable Site Safety Assessments per annum

This indicator is designed to measure the safety of site work.

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections.

Ratings are 1-5 where 1 and 2 is classed as not acceptable.

The target is for 95% of assessments to be considered acceptable.

TSTC PI 4 – Weekly works planning and asset data supplied within timescales

This indicator is designed to ensure that work is planned in advance.

TSTC PI 5 - Number of Faults Cleared within Contract Timescales

This indicator is designed to measure the ability to clear faults within the specified timescales and to minimise number of faults on the network.

When a fault is reported a timescale is allocated as to when the fault will be resolved.

The target is for 95% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 6 % Task Orders completed on time

This indicator is designed to measure the amount of task orders completed on time that Lincolnshire County Council have specified a completion date for.

The target is for 95% of orders to be completed in agreed timescales and points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 7 - % Task Orders completed free of remedial works

This indicator is designed to measure the amount of tasks completed without the need to return for remedial works.

Ideally by monitoring this aspect, there will be an improvement in the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

The target is for 95% of orders to not require remedial works. Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 8 - % faults resolved at the first visit.

This indicator is designed to measure the amount of tasks that are resolved with the need for only one visit.

Ideally by measuring this aspect there will be an improvement in the percentage of faults resolved after just one visit, and in turn ensuring efficiency of resources and network.

The target is for 95% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 9 - % Task Orders carried out in compliance with TMA.

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

The target is for 95% of tasks to be compliant with the Traffic . Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 10 - % annual inspections completed per annum.

This indicator is designed to measure the percentage of site inspections carried out each year.

There are 317 Sites in Lincolnshire per annum that require the annual inspections to be carried out.

Quarterly target inspection have been set at Q1-71, Q2-82, Q3-82 & Q4-82.

At the end of each quarter the target is compared to the actual amount of inspections that have taken place.

The target is for 95% of inspections to have taken place each quarter. Points are lost for being under this benchmark.

Points Scale	>95% = 10
	85% to 94% = 7
	75% to 84% = 2
	<75% = 0

TSTC PI 11- Reduction in Carbon Emissions

This indicator is designed to monitor the amount of Carbon Emissions produced each quarter to try to ensure that there is a reduction .

Benchmarking results have been established and emission have been targeted to be reduced by 5%

TSTC PI 12- % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

Client - Performance Indicators

Client PI1- Pain/Gain Results by Area

The Indicator is designed to show the changes in pain/gain in each year.

The method of measuring this indicator will be to take information from financial closed out schemes and will be reported as a percentage of pain/gain

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.

Sliding scale = For every percentage point of pain 1 point is lost. For example if pain is predicted to be 4.65% then 4 points will be lost. The aim is for this indicator is to reach parity or to be in gain.

Client PI 2 - Date Forward Programme issued

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the Alliance. It is also gives the contractor the opportunity to plan and control his resources

Area Highways Managers are required to issue the Forward Programme to the Contractor by the end of October (annually). 1 point is awarded for every area programme that is issued on time (maximum score is 10 points)

Client PI 3 - % variation from current programme spend profile

The Indicator is designed to encourage keeping the programme up to date and encourage endeavouring to stick with programme, giving all parties greater budget certainty.

5 points are awarded per Division (max score 20 points) for providing Budget forecast and outcome data to Contractor at Commercial Meeting. All Forecasts need to be submitted for Quarter 3.

This measure is set by Alliance agreement.

Client PI 4 - % of Jobs with Value giving all info 8 weeks prior to start

This indicator is designed to ensure that orders give the correct and required information. Correct information ensures the processes work as planned, avoids cost plus and builds confidence in LCC professionalism.

The method of measuring this indicator will be to take the scheduled report from Confirm which details all jobs rejected and displays the reasons for rejection. Each reason is checked and a count made of the number of jobs rejected for incomplete information.

The aim is to be 100% correct. 1 point is lost per percentage point.

Client PI 5 - Valuation of compensation events versus targets

This indicator is designed to ensure improving predictability of costs. Compensation events also disrupt programme delivery and get in the way of efficient planning.

The method of measuring this indicator will be to calculate the percentage value of compensations events against the total spend.

2% variation is allowable – after that 1 point is lost per percentage point of variation. For example if the variation was 4.25% then 2 points would be lost.

The target is set by Alliance agreement.

Client PI 6 - % of Compensation events committed within timescale

This indicator is designed to ensure compensation events are committed in a timely manner as they can delay works close down.

The method of measuring this indicator will be to take information from a scheduled Confirm report. The report will show the compensation events raised and committed within two weeks and over two weeks for each highways area and this will be shown as a percentage.

2% variation is allowable (98% accuracy) – there after 1 point is lost per percentage point. For example the score is 92% then 6 points would be lost and the indicator would score 14 points instead of the maximum 20 points.

This target is set by Alliance agreement.

Alliance - Performance Indicators

Alliance PI 1 – Net/Positive Press Coverage

This indicator is designed to gauge the client / Public satisfaction with the service provided by the Alliance.

By capturing the positive press coverage of those areas impacted by the Highway Alliance, it is possible to target the areas which have significant impact on the perception of the Highway Service for all parties in the Alliance and gauge the positive impact the Highway Alliance is having for the people of Lincolnshire.

This measure is obtained by analysis of press coverage data provided by LCC Comms team. An agreed bespoke analysis tool has been developed to distinguish what LCC considered to be Positive, Neutral or Negative press coverage of the service provided.

The Target is for at least 95% positive or Neutral press coverage each quarter.

Points Scale	>95% = 25
	90% to 95% = 15
	85% to 90% = 10
	75% to 85% = 7
	65% to 75% = 4
	<65% = 0

Alliance PI 2 - Public Satisfaction Survey

This indicator is designed to measure public satisfaction in the condition of the highway.

Data is provided annually by National Highways & Transport Public Satisfaction Survey and is used to directly measure if there has been improvement in the perception of the people of Lincolnshire in their highway network.

This measure is designed to capture all elements of the work of the Alliance by using the Overall Satisfaction indicator.

Points are lost if there is a loss in public satisfaction from the previous year.

Points Scale	>0% improvement = 25
	-1% to -0.01% = 20
	-1.5% to -1.01% = 10
	-3% to -1.51% = 5
	<-3% = 0

Alliance PI 3 - Tasks delivered against agreed Client Programme

An Alliance works programme has been agreed by the Programme working group and the performance of the Alliance is measured by number of works completed against this agreed programme. Until this full programme is in place a combination of the individual programmes will be used each month.

To this end the programme must be agreed and a degree of ownership for each member of the Alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the Alliance.

The performance measure is calculated by taking the number of jobs that have been planned for completion, and comparing this figure to the amount that have been notified as substantially complete / technically complete.

The monthly target has been set as 95% and points are lost for being below this percentage.

Points Scale >95% = 15
 80% to 95% = 12
 65% to 80% = 10
 50% to 65% = 5
 <50% = 0

Alliance PI 4 - Relationships Scoring

This indicator is designed to gauge the relationships between the partners of the Alliance

Staffs are emailed on a quarterly basis and are asked to score the following out of 10 (10 = best, 1 = worst):

- Delivery: Consistency and Effective
- Systems and processes
- Continuous improvement
- Consistent communications and direction
- Challenge
- Reputation
- Alliance Behaviours

Returned scores are entered into excel spreadsheet to give average client score (Kier, TSP, Dynniq) an average partner score and an average Alliance score

Baseline scores are currently set as 6.5.

Points towards the monthly performance are lost for being below this baseline.

Points scale >6.5=20
 6.25 to 6.49= 15
 6 to 6.24 = 10
 5.75 to 5.99 = 5
 <5.75 = 0

Alliance PI 5 - Defunct

This KPI is no longer measured.

Alliance PI 6 - Creation of an agreed programme

An agreed programme should be complete by 31st October each year for a co-ordinated programme of works across the Alliance and efficient scheduling of works.

Points are awarded for when this agreed programme has been finalised.

Points scale	31 st October = 15
	30 th November = 12
	31 st December = 10
	31 st January 5
	Later than January = 0

LINCOLNSHIRE MAJOR HIGHWAY SCHEME UPDATE – JULY 2017**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 underway, with the installation of a new roundabout south of Boston on the A16 complete. Lincolnshire County Council has completed a Section 38 design check on the section of road which links the A16 roundabout to the adjacent London Road which is also on site being constructed. The London Road signalised junction is currently being design checked by TSP designers and is due to commence soon.

SPALDING WESTERN RELIEF ROAD

South East Lincolnshire Local Plan – The Spalding Western Relief Road is referred to in the draft South East Lincolnshire Local Plan. The local plan has been subject to a public consultation which has ended and now South Holland District Council in collaboration with Lincolnshire County Council are preparing for an "Examination in Public" in October/November.

Current Position – South Phase – Lincolnshire County Council and the developer are in negotiations regarding a financial agreement for funding this section of the Spalding Western Relief Road. A principle has been agreed and is the subject of an independent financial/regulatory review to ensure this is right for the authority. Following this process the next steps are to engage with Network Rail and draft a planning application for submission.

Current Position North Phase – South Holland District Council was successful in gaining Homes and Communities Agency funding to allow for a Master Planning exercise to be developed for the whole Spalding Western Relief Road (excluding the southern section). This master planning is programmed to be complete by the end of the 2017/18 financial year with interim results gained in August for use in the Examination in Public.

A17 CARRIAGEWAY WIDENING, GEDNEY

Background – A 1.6 km length of Wide Single 2+1 alignment on A17 between the roundabout junction of A17/Station Road, Gedney, and the junction with Lutton Garnsgate. The scheme will provide overtaking opportunities for traffic and improve journey times.

Current Position – The scheme is at detailed design phase with a proposal to go to tender in October/November 2017 and be constructed January 2018 to March 2018.

These dates are critical to ensure the National Productivity Investment Fund DfT funding is used by Lincolnshire County Council within the 2017/18 financial year. The physical works entail widening the existing carriageway by approximately 1.5 to 2 m and then constructing a third lane to accommodate the overtaking lane. There are complex traffic management proposals being developed as Highways England are planning conflicting works on their network.

A17/A151 PEPPERMINT JUNCTION, HOLBEACH

Background – A joint highways and development scheme which consists 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.

Current Position – This scheme has been awarded to Eurovia Ltd to construct the scheme which commenced on the 8 May 2017. The scheme is on programme for completion in February 2018. Currently the A17 has temporary narrowed lane widths and a right turn ban prohibiting vehicles from turning right off the A17 onto the A151. Commencing on the 24 July 2017 the A151 will be fully closed during the school summer holidays to allow the A151 and development roundabout to be constructed. Works done to date include: utility diversions, drainage installations, cutting of new ditches, filling of existing ditches, extending and constructing new culverts and carriageway foundation works on the south side of the proposed A17/A151 roundabout.

NORTH HYKEHAM RELIEF ROAD (FORMERLY 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 deliver the scheme. Estimate for dual scheme at that time was £67 m but this has now been revised to £90 m. Ongoing discussions with developers of South West Quadrant regarding constructing part of the scheme to allow access to development land. The next significant stage is to submit a planning application for all or part of the route, although this is dependent on funding. Timescales for this activity are unknown at the present. Bids have been submitted to Lincolnshire Enterprise Partnership, Highways England, Homes Community Agency and Department for Transport to assist with funding design or construction of all or part of the scheme, all were unfortunately unsuccessful.

Current Position – Work has now commenced on preparing a further more detailed bid to Department for Transport, including confirmation of options and public and stakeholder consultation.

LINCOLN EASTERN BYPASS

Current Position – The legal process to acquire land needed for the scheme has now started. A contract has been awarded to Carillion who started on site in June 2017.

A "soft start" is underway to establish the site team, secure resources through the supply chain, carry out an effective Value Engineering process and remove the risk presented by the extensive archaeological works. In addition, Carillion are co-ordinating early delivery of some diversions of statutory undertakers' equipment.

A track possession has been booked by Network Rail for October 2017; this will be a full closure of the railway to allow their contractor Bam Nuttall to construct the bridge that will take the Lincoln to Spalding railway over the bypass. Network Rail commenced work on site in December 2016 and will be completed by April 2018. This will allow Carillion's main earthworks operation to commence.

A scheme of archaeological investigation commenced in September, initially focused on the area required by Network Rail. A significant number of interesting finds have been discovered and recorded but the scale of this work is leading to cost escalation.

LINCOLN FOOTBRIDGES

High Street Footbridge – The footbridge opened in June 2016. A series a remedial works to correct defects are currently being completed by Network Rail's contractor.

Brayford Wharf East – A planning application for the new bridge was refused by the City of Lincoln Council. Network Rail is now considering their position.

SUTTERTON ROUNDABOUT

Current Position – following award to North Midlands Construction, works commenced on site in January 2017 and were completed on 12 May 2017.

GO SKEGNESS

Background – The Smarter Choices Team have secured £4m 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 started on site in September last 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.

Current position:

- Gibraltar Point Cyclepath Phase 3 has been successfully completed;
- Lumley Road Bus Stops have successfully been completed;
- Roman Bank, Ingoldmells, layby extension has successfully been completed;
- A52 Bus Lane extension and cyclepath, successfully completed with the exception of a few defects;

- Gibraltar Point Phase 1 has successfully been completed;
- Gibraltar Point Phase 4a has successfully been completed;

Design and project management work is well under way with the next winter tranche of schemes, the first of which Winthorpe Avenue Cycleway, from the A52 to the sea front, commences on the 4 September 2017.

Other winter 2017/2018 schemes planned are:

- Roman Bank/Sea Lane, Ingoldmells junction improvement;
- Butlins to Spirewic Avenue cycleway;
- A52 Beacon medical practice bus stops.

GRANTHAM SOUTHERN RELIEF ROAD (GSRR)

Background – GSRR consists of three phases. They are King 31 Phase 1 and King 31 Phase 2 and Southern Quadrant Link Road (SQLR) Phase 3.

Current Position; 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 – Highways England are conducting a technical approval on the proposed design for the grade separated junction at the A1. This approval has undergone two iterations with a third iteration currently being undertaken. Once approved, Lincolnshire County Council will work alongside Highways England on taking forward statutory orders to build the scheme. Galliford Try have been appointed (through the Midlands Highways Alliance) to produce a target cost and to carry out the works, however, a works contract cannot be awarded until the outcome of the orders process is known. The current design is based on consented development in the area. A planning application was submitted on the 27 June 2017 for a designer outlet village, which could affect traffic flows differently to the previously proposed warehousing scheme.

Southern Quadrant Link Road – Phase 3 – The scheme is currently on programme. Lincolnshire County Council has a valid planning permission following approval of the S73 change to planning. The detailed design is now substantially complete. Network Rail are insisting on securing a ransom for crossing the East Coast main line in accordance with their Shared Value policy. Whilst the basis of a settlement has been agreed, a satisfactory outcome of the detail is required to this issue and the ongoing S106 discussions to secure a funding package. Initial archaeology works are now completed. There have been findings of significant interest which have resulted in the recommendation for further archaeological work. The decision has been made by the County Council to extend the current contract with AOC Archaeology Group to complete these works.

CUSTOMER SATISFACTION INFORMATION
Highways and Transport Scrutiny Committee Q4
1st January 2017 – 31st March 2017

COMPLIMENTS

The overall compliments received for Highways and Transport shows a decrease of 23% this Quarter, with 23 compliments being received compared to 30 received last Quarter.

Total number of compliments relating to <u>Highways and Transport Scrutiny Committee</u>	Current Q4	Q3	Q2	Q1	Q4
	23	30	44	57	40

Highways and Transport have received 23 compliments this Quarter. The compliments were in mostly in relation to works repairs and Staff compliments. In addition, there was also positive feedback regarding Speed Awareness Courses and parking enforcement.

There was 1 specific compliment in relation to Transport, which was a compliment about a Max Respect Officer.

COMPLAINTS

The total number of LCC complaints received this Quarter (Q4) shows a 18% increase on the previous quarter (Q3). When comparing this Quarter with Q4 of 2015/16, there is a 7% decrease when 181 complaints were received. This Quarter Highways and Transport has received 64 complaints which is an increase of 3% on last Quarter when they received 62 complaints. When comparing this Quarter with Q4 2015/16, there is 34% increase with 42 complaints being received.

Highways Complaints

This Quarter Highways has received 55 complaints which is a 2% increase from last Quarter when they received 56 complaints. When comparing this Quarter with Q4 2015/16, there is a difference of 19 complaints when 36 were received

The outcomes of the 55 Complaints were:

- 0 Complaints were substantiated
- 10 were partly substantiated
- 45 were not substantiated

The partly substantiated complaints were regarding:

4 x faults / potholes
 2 x web reporting / feedback
 2 x lack of response / action
 1 x loss of business
 1 x parking issue

Of the 45 not substantiated complaints, 23 were in relation to Lincolnshire County Council Street Lighting policy. 8 were in relation general condition of roads / roadworks. 2 were in relation to advertising in the Highway. 4 were in relation to parking related issues. There were no other themes to the not substantiated complaints.

Transport Complaints

This Quarter Transport has received 9 complaints which is 3 more than last Quarter when they received 6 complaints. When comparing this Quarter with Q4 2015/16, there is a difference of 3 complaints when 6 were received.

The outcomes of the 9 complaints were:

- 1 was substantiated
- 1 was partly substantiated
- 7 were not substantiated

The 1 substantiated complaint was in relation to CallConnect vehicles collecting passengers from a specific road.

The 1 partly substantiated complaint was in relation to the withdrawal of a bus service. Of the 7 unsubstantiated complaints 2 were in relation to school bus services, 2 were in relation to CallConnect, 2 were in relation to bus passes, and the other in relation to a bus service.

Complaint Escalations

In Quarter 4 of 2016/17 there were a total of 11 complaint escalations for LCC. 2 of these related to Highways and Transport.

Ombudsman Complaints

In Quarter 4 of 2016/17, 7 LCC complaints were registered with the Ombudsman. 2 of these complaints were recorded against Highways and Transportation.

1 was in relation to the road leading to a customer's home. The other was in relation to a strip of land outside customer's property.

	Current Q4 16/17	Q3 16/17	Q2 16/17	Q1 16/17	Q4 15/16
Total number of complaints received across all LCC service area.	169	143	117	152	181
Total number of complaints relating to <u>Highways</u> and <u>Transport Scrutiny Committee</u>	64	62	39	53	42
Total Service Area Complaints broken down					
Highways	55	56	32	50	36
Transport	9	6	7	3	6
Number of complaint escalations relating to <u>Highways</u> and <u>Transport Scrutiny Committee</u>	2	Data not previously reported upon			
How many LCC Corporate complaints have not been resolved within service standard	1	6	8	4	2
Number of complaints referred to ombudsman	7	8	17	5	10

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

Report to:	Highways and Transport Scrutiny Committee
Date:	28 July 2017
Subject:	Effective Highways Communication

Summary:

To give an update to the members of the Committee with a review of measures being undertaken to improve the highways and transport service users' experience.

Actions Required:

1. The members of the Committee are requested to note this review and comment on any other measures necessary to improve the experience of our highways and transport service users.
2. The Committee is requested to consider the timing of future updates on highways communication.

1. Background

- 1.1 As listed under the background papers, the Members of the Committee were briefed on actions being taken in improving the highways and transport services users' experience between July 2015 and October 2016.
- 1.2 The Future Operating Model for the Local Highways Management service requires that we carry out all necessary engagement with the public in accordance with the current Communication Strategy and develop the Communications Plan to ensure that constant and timely information is provided to our customers.
- 1.3 Following the latest County Council Elections, all Councillors were briefed on the highways service on 24 and 25 May 2017. Subsequently, all presentation slides, staffing structures and record of discussion were sent to all Councillors. The attached leaflet on highways contacts details and useful information (Appendix A) was handed out at the induction sessions.

2. Communications Strategy

- 2.1 The current communications strategy (Appendix B) has been in place since summer 2015. It is being reviewed continually to ensure that we are providing all stakeholders with accurate, up-to-date information in a timely fashion using the most effective and efficient methods. In addition, each of our major projects has its own individual communications plan.

2.2 We currently carry out a range of communications activities when required to make stakeholders aware of the works we are doing and why we are doing them. We do this for both standard roadworks (for example surface dressing) and major projects (for example Peppermint Junction Improvements).

2.3 We have recently revamped the transport and roads page on the county council website, www.lincolnshire.gov.uk/transport-and-roads/. This has made it easier for people to find the latest highways-related news releases. There are also links to: www.roadworks.org, a comprehensive listing of roadworks being carried out by all local authorities and utility companies; more detailed information on our major highways projects; and our planned works programmes.

Our major projects section, www.lincolnshire.gov.uk/majorprojects, has also recently been improved. This section of the website is now easier to find and navigate, while the information on each project has been simplified to make it easier for a general audience to understand.

2.4 We now have more than 5,000 people following the county council's highways-specific Twitter account, @LincsCC_Roads. This is particularly useful for making people aware of urgent issues, such as emergency road closures. We will continue to develop this channel. We also use the main LCC Twitter account (@LincolnshireCC) to share messages. This channel has over 26,000 followers. In recent months, we have started to make better use of infographics, videos and targeted Facebook advertising to spread our messages more effectively. This has included communications around key issues such as street lighting, grass cutting and potholes.

2.5 Despite the ever-growing importance of online and social media, the local press remain a key way of getting messages out. During the first quarter of 2017/18 (April to June 2017), there were 291 highways-related items in the local media. Of these 1 was negative, 190 were neutral and 100 were positive. Comparative figures for the previous quarter (January to March 2017) were 6, 243 and 152 respectively from a total number of 401 (An item is classed as 'negative' if it is a news article that is negative in tone and does not contain a comment from LCC or an explanation of our position. If a news article is negative in tone, but there is a mitigating comment from LCC, it is classed as 'neutral').

3. LAGAN (Lincolnshire Citizen Portal)

3.1 Highway Fault Reporting Online System LAGAN was launched in June 2015 with the intention of achieving a channel shift in reporting faults.

3.2 Since the system's launch, we have been working with Serco to resolve a number of issues around access, information from / to customers and interface with our works ordering system Confirm. Subsequently, an improved version of the system was launched in December 2016.

3.3 Additional issues have come to light over the last six months, for example the map freezing on mobile devices and some faults not being displayed on the

map. These are being addressed with Serco and a further improved version of the system will be launched next month. Mapping functionality remains an issue that will take longer to resolve.

- 3.4 It is worth noting that had customers emailed the CSC rather than using the online system, this it would have cost us £65,476 since its launch to end June 2017.

4. Communications with Councillors

- 4.1 Councillors are being copied into all written responses to the Members of Parliament and Parish Councils for information on relevant local issues.
- 4.2 Highways Alliance Planned Works Programmes are updated and published routinely on our website and issued to the councillors. The latest edition can be accessed at the following link: <https://www.lincolnshire.gov.uk/transport-and-roads/highways-maintenance/highways-works-programmes/130284.article>. We will be looking at improving the usability of this information over the coming months, to make it easier for people to find out what is happening in their area.
- 4.3 It is intended the Councillors will be informed of any major incidents in their area as soon as known by the officers to help deal with any local enquiries.

5. Future Liaison with Councillors and Parish Councils

- 5.1 Local Highways Managers will offer monthly surgeries to the Councillors. This has started and initial meetings will be concluded by next month.
- 5.2 Local Highways Managers will hold six monthly member liaison meetings to collectively discuss common issues and share works programmes. The next session will be in November.
- 5.3 Local Highways Managers will hold regular Parish Cluster meetings. Some initial ones have happened over this month and others are planned over the coming weeks. Additionally, annual parish walk about will be undertaken where required.
- 5.4 A live demonstration of the Highways Fault Reporting Online System was given to the County Councillors during the briefing sessions. This demonstration is also being given to the Parish/Town/District Council meetings. One of the main issues arising from this was difficulty around logging in and getting automotive responses from the system. These issues are being taken up with Serco for an early resolution.
- 5.5 A number of queries around grass cutting were raised during Parish/Town/District Council meetings. As the change in the grass cutting arrangements happened this financial year, actions are being taken to improve communications on grass cutting. It is suggested that a report on grass cutting is brought to the Committee in November 2017.

6. Consultation

6.1 As part of this project, consultations have been ongoing with the following:

- Serco (Customer Service Centre and Channel Shift Project Board)
- Executive Portfolio Holder
- Elected Members
- Highways Alliance
- Communications Team
- Commercial Projects and Performance Team
- Highways Management Team

7. Conclusion

7.1 Improving our communications, particularly making it easier to find information online and through social media, should support channel shift, helping reduce the number of calls to the Customer Service Centre and highways officers.

7.2 As seen from the above, progress is continually being made in improving customer experience for users of our highways and transport services. However, there is still more to do to improve our customer experience, especially with regard to electronic access to the latest and accurate information.

8. Background Papers

8.1 Enhancing our Users' Experience - Report to Highways and Transport Scrutiny Committee on 13 July 2015.

8.2 Update on Enhancing our Users' Experience - Report to the Highways and Transport Scrutiny Committee on 7 March 2016.

8.3 Update on Enhancing our Users' Experience - Report to the Highways and Transport Scrutiny Committee on 24 October 2016.

9. Appendices

These are listed below and attached at the back of the report	
Appendix A	Highways Contact Details and Useful Information Leaflet
Appendix B	Communications Strategy

This report was written by Satish Shah, who can be contacted on 01522 782070 or cschighways@lincolnshire.gov.uk.

A few things we don't deal with

We look after the majority of issues within the highway but there are some that we don't.

Foul sewers and water leaks

Anglian Water

www.anglianwater.co.uk

Severn Trent Water

www.stwater.co.uk

Mud on the Road

Lincolnshire Police

Call 101

Street name plates, dog fouling, litter, street cleansing and fly tipping on the Highway

City of Lincoln Council

www.lincoln.gov.uk

Boston Borough Council

www.boston.gov.uk

East Lindsey District Council

www.e-lindsey.gov.uk

North Kesteven District Council

www.n-kesteven.gov.uk

South Kesteven District Council

www.southkesteven.gov.uk

South Holland District Council

www.sholland.gov.uk

West Lindsey District Council

www.west-lindsey.gov.uk

Highways contact details and useful information



Issued May 2017

To report a fault

A fault is something wrong with the highway network that requires fixing.

Typical examples are potholes, street lights that are not working and broken or missing drain covers.

The best way to report a fault is to log it on the web portal at **www.lincolnshire.gov.uk/faultreporting**

To enquire about highways services

Typical examples include when will the road improvements in my area be carried out.

There is lots of useful information on our web pages at **www.lincolnshire.gov.uk/transport-and-roads**

If you can't find what you are looking for or the enquiry is about something very specific please email us at **cschighways@lincolnshire.gov.uk**

Keep up to date with roadworks

Visit **www.roadworks.org** to find up to date information about all roadworks carried out by Lincolnshire County Council and utilities such as Anglian Water.

To talk to us

Our Customer Service Centre number is **01522 782070**

Our Service Centre Advisors can help with a wide range of questions and can look up what action has been taken with reported faults and enquiries between 08:00-18:00 Monday to Friday.

If you have a highway emergency outside of these times please call Lincolnshire Police on **101**

Learn more about services we provide

To find information on all our services for example grass cutting, street lighting, grit bins, patching and surface dressing visit **www.lincolnshire.gov.uk/transport-and-roads/highways-maintenance/**

You can also view our programme of works for the current financial year and download our publications and policies.

Follow us on Twitter

You can follow us on Twitter. We regularly tweet roadworks updates, incident details and in the winter when we are gritting.

[@LincsCC_roads](https://twitter.com/LincsCC_roads)

Communications strategy – Highways and Transportation

With our communications we will:

- Give accurate and consistent messages for residents and stakeholders
- Provide up-to-date information about highways matters – diversion routes, how works are progressing, etc.
- Encourage people to use sustainable transport
- Improve our customer experience
- Demonstrate value for taxpayers
- Improve our relationships with key partners – the police, the road safety partnership, Kier, etc.

How we can achieve this:

- Promote all achievements and success stories
- Manage the expectations of local residents
- Protect and improve the reputation of highways and LCC
- Respond to press enquiries quickly and accurately to give our side of the story
- Make it easy for people to find out about our projects online (www.lincolnshire.gov.uk/roadworks) and engage with them on social media (@LincsCC_Roads and LCC's Facebook account)
- Improve residents' understanding of what we do
- Raise awareness of major projects and promote their long-term benefits
- Promote online reporting methods
- Communicate with people in plain English and avoid jargon

Our communications, including letters to the public, should be:

- Concise – use short sentences and short paragraphs
- Polite – sounding 'human and helpful' is part of good customer service
- Precise – make sure you are clear and accurate in what you are saying
- Easy to understand and jargon-free. If you are not sure, try what you've written on someone who doesn't work for Highways. If they're not clear, re-think your wording
- Honest – if you are not 100% confident you can achieve something, for instance if it is weather dependent, tell the recipient this
- Grammatically correct with good punctuation and spelling

The communications team are always happy to act as proof readers. Please feel free to email anything across, especially if it is going out to a large number of people.

How we will help you inform residents about your projects:

Project type	How we can help
<p>Major works</p> <p>Will have a high-impact on local residents, businesses or commuters. Road closures and delays for motorists are unavoidable.</p>	<p>Produce a detailed comms plan which will include key messages, identify spokespersons, who we are targeting with our communications, any risks and how we can overcome them, a timeline of who we should communicate with and when.</p> <p>Press releases Information page on the website Social media campaign County News article Media briefing</p>
<p>Medium-impact works</p> <p>A project that will be an inconvenience for some motorists, but will not cause major disruption for all.</p>	<p>Press release Media engagement Social media</p>
<p>Routine works</p> <p>The work will have a minimal, if any effect on motorists.</p>	<p>Short factual press release Some social media</p>

Our communications have been successful if:

- We receive good media coverage. We will evaluate all mentions of highways in the local and national press, and aim to achieve a target of 85% positive or neutral coverage each month
- We increase the number of visitors to www.lincolnshire.gov.uk/roadworks and www.roadworks.org
- We increase our engagement on social media
- We receive positive feedback from the Customer Service Centre

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

Report to:	Highways and Transport Scrutiny Committee
Date:	28 July 2017
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Members are encouraged to highlight items that could be included for consideration in the work programme.

Actions Required:

Members of the Committee are invited to:

- 1) Review, consider and comment on the work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Committee Scope

As part of its terms of reference, the Highways and Transport Scrutiny Committee will work to review and scrutinise the following services and their outcomes:

- Transport Commissioning, including Bus Network Support
- Highway Network Management and Highways maintenance
- New transport investments including highways improvements

There will inevitably be service specific subjects that the scrutiny committee will want to consider, either through policy development, project updates, or through pre-decision scrutiny.

Purpose of Scrutiny Activity

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

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

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.

Policy Review - The Committee is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

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

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

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.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the committee:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?
- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny Review Activity

Where a topic requires more in-depth consideration, the Committee may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Overview and Scrutiny Management Board. The Committee may also establish a maximum of two working groups at any one time, comprising a group of members from the committee.

2. Conclusion

The Committee's work programme for the coming year is attached at Appendix A to this report. A list of all upcoming Forward Plan decisions relating to the Committee is also attached at Appendix B.

Members of the Committee are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme. Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

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 the 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

28 JULY 2017 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 4 Performance Report (1 January to 31 March 2017)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Effective Highways Communication	Satish Shah, Network Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.

18 SEPTEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 1 Performance Report (1 April to 30 June 2017)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Rail Franchising	Ian Kitchen, Transport Policy Manager	To update members on LCC's engagement in shaping new rail franchises and to consider priorities for public consultation.
Civil Parking Enforcement Annual Report 2016/17	Matt Jones, Parking Services Manager	The annual report on CPE related activities and financial statement showing the cost of the operation, including any deficit or surplus.
Review of Winter Maintenance Arrangements	Paul Rusted, Infrastructure Commissioner	Introduction to Winter Maintenance Arrangements, including a review of the 2016/17 period and preparations for winter 2017/18.

Lincoln Laboratory Visit

An informal session will be held from **2:00pm** to inform Committee members and Councillors on the work of Lincoln Laboratory, which provides a comprehensive range of soils and materials testing, data capture and consultancy services to the construction and associated industries.

Lincoln Laboratory, St Georges Lane, Riseholme, Lincoln, Lincolnshire, LN2 2LQ

06 NOVEMBER 2017 – 1:30pm		
Item	Contributor	Purpose
Update on Highways 2020	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Update on grass verge cutting arrangements	TBC	Review of current grass cutting arrangements and future plans.
Network Rail Engagement Session	TBC	Annual engagement session with Network Rail which will include details of network performance and discussion of any key issues or concerns in Lincolnshire.

11 DECEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Update on Highways 2020	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 2 Performance Report (1 July to 30 September 2017)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<p style="text-align: center;">Traffic Signals Team / Winter Maintenance Visit</p> <p>An informal session will be held at the close of the formal meeting to inform Committee members and Councillors on the work of the County Council Traffic Signals and Winter Maintenance Teams.</p>		

22 JANUARY 2018 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	Andy Gutherson, County Commissioner Economy and Place, Paul Rusted, Infrastructure Commissioner	Pre-Decision Scrutiny Item on the budget proposals for 2018/19. The comments of the Committee will be passed to the Executive for consideration.

12 MARCH 2018 – 10:00am		
Item	Contributor	Purpose

23 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2017)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Street Lighting Review	John Monk, Group Manager (Design Services)	Review of the impact of the implementation of the Street Lighting Transformation project a year after its completion.

Items to be programmed

- Priorities within the Strategic Infrastructure Delivery Plan
- Permit Scheme Annual Report
- New Highways Operating Model VfM Assessment
- Future Highways Programme
- Total Transport
- Bus Services Bill
- Public Transport Strategy
- Outcome of CCTV Pilot Scheme for Parking enforcement outside schools

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 the 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
I014011 New!	A17 Sleaford Embankment Slip	Between 18 August 2017 and 23 August 2017	Executive Councillor: Highways, Transport and IT	Highways colleagues; all the local affected stakeholders; businesses; landowners; network Rail; Anglian Water; The Environment Agency; and Western Power Distribution	Report	Senior Project Leader (Major Schemes) Tel: (01522) 782070 Email: lcchighwaystsp@lincolns hire.gov.uk	Executive Councillor: Resources and Communications and Executive Director for Environment and Economy	Yes	Heckington; Sleaford