



County Offices  
Newland  
Lincoln  
LN1 1YL

31 May 2019

**Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 10 June 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln Lincs LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'DBarnes'.

Debbie Barnes OBE  
Head of Paid Service

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

Councillors B Adams (Chairman), S P Roe (Vice-Chairman), Mrs W Bowkett, C J T H Brewis, Mrs J Brockway, M Brookes, Mrs P Cooper, R Grocock, R A Renshaw, A N Stokes and E W Strengeiel



**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA  
MONDAY, 10 JUNE 2019**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Members' Interests</b>	
<b>3</b>	<b>Minutes of the previous meeting of the Highways and Transport Committee held on 29 April 2019</b>	5 - 12
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Lead Officers</b>	
<b>5</b>	<b>Holbeach Transport Strategy</b> <i>(To receive a report by Teresa James, Senior Project Leader, in connection with the latest situation in connection with the Holbeach Transport Strategy)</i>	To Follow
<b>6</b>	<b>Boston Transport Strategy Update</b> <i>(To receive a report by Teresa James, Senior Project Leader, which provides an update on the Boston Transport Strategy from the report of the 10th December 2018 and the developments made in progressing the priorities set out in the Strategy)</i>	13 - 52
<b>7</b>	<b>Review of the Highways and Transport Capital Programme 2018/19</b> <i>(To receive a report by Michelle Grady, Assistant Director Strategic Finance/ Sam Edwards, Head of Highways Infrastructure, which describes the Council's capital programme financial performance in 2018/19, specifically in respect of Highways and Transport spend)</i>	53 - 58
<b>8</b>	<b>Highways 2020</b> <i>(To receive a report by Paul Rusted, Infrastructure Commissioner, which provides an update on progress with the Highways 2020 Project which will see the replacement of the existing three Lincolnshire Highway Alliance Contracts)</i>	59 - 60
<b>9</b>	<b>Performance Report, Quarter 4 (Jan 2019–Mar 2019)</b> <i>(To receive a report by Paul Rusted, Infrastructure Commissioner, which sets out the performance of the highways service including the Major Highway Schemes Update, Lincolnshire Highways Alliance Performance, and the Customer Satisfaction information )</i>	61 - 98
<b>10</b>	<b>Passenger Transport Update</b> <i>(To receive a report by Anita Ruffle, Group Manager, Transport Service, which provides an update on Passenger Transport Matters since the previous report considered by this Committee on 11 June 2018)</i>	99 - 130

**11 Highways and Transport Scrutiny Committee Work Programme**

131 - 136

*(To receive a report by Daniel Steel, Scrutiny Officer, which invites the Committee to review, consider and comment on its Work Programme)*

Democratic Services Officer Contact Details

Name: **Steve Blagg**  
Direct Dial **01522 553788**  
E Mail Address [steve.blagg@lincolnshire.gov.uk](mailto:steve.blagg@lincolnshire.gov.uk)

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

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**HIGHWAYS AND TRANSPORT  
SCRUTINY COMMITTEE  
29 APRIL 2019**

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

Councillors S P Roe (Vice-Chairman), B Adams, Mrs J Brockway, R A Renshaw, A N Stokes and E W Strengiel

Executive Councillors R G Davies and Clio Perraton-Williams attended the meeting and spoke

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Richard Fenwick (County Highways Manager), Karl Gibson (Senior Project Leader), Mark Heaton (Programme Leader), David Hickman (Growth & Environment Commissioner), Anita Ruffle (Group Manager - Passenger Transport Unit), Paul Rusted (Head of Highways Services) and Daniel Steel (Scrutiny Officer)

Also in attendance: Howard Rowbotham, Managing Director (Transport Connect), Richard Wills (non-Executive Director, Transport Connect) and Jane McNamara (Office Manager, Transport Connect)

69 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors Mrs W Bowkett, C J T H Brewis, Mrs P A Cooper and R Grocock.

The Chief Executive reported that under the Local Government (Committee and Political Groups) Regulations 1990, he had appointed Councillor Mrs A Newton to the Committee, in place of Councillor C J T H Brewis, for this meeting only.

70 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interests at this stage of the meeting.

71 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 11 MARCH 2019

RESOLVED

That the minutes of the previous meeting held on 11 March, be agreed as a correct record and signed by the Chairman.

**72 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR AND LEAD OFFICERS**

The Chairman welcomed Tom Blackburne-Maze, Consultant Advisor, Highways who had been appointed to review the Council's highways service and its priorities for the future.

The Chairman sought the Committee's approval to the postponement of agenda item 5 (Spalding Western Relief Road) until the feasibility study had been completed of the middle section of the route. The Chairman stated that this Committee would have an opportunity to examine the proposals before they were considered by the Executive Councillor for Highways, Transport and IT. The Chairman moved the postponement, seconded by the Vice-Chairman and this was agreed unanimously by the Committee.

Executive Councillor R G Davies paid tribute to Steve Willis's, Chief Operating Officer, service to the Council and particularly to highways following his retirement from the Council after many years of service. The Chairman also paid tribute to Steve Willis and the Committee's appreciation was placed on record for his service to highways.

Executive Councillor R G Davies was delighted to announce that the Council's Highways Management Team had been shortlisted as one of the four finalists for the Highways Management category following phase 1 of The Municipal Journal Awards 2019 judging process. The Chairman welcomed this announcement and the Committee's congratulations to the Highways Management Team were placed on record.

**73 SPALDING WESTERN RELIEF ROAD**

Item postponed (see minute 72).

**74 REVISION OF ARRANGEMENTS FOR LINCOLNSHIRE'S JOINT LOCAL ACCESS FORUMS**

The Committee received a report in connection with the future arrangements for the Local Access Forums in Lincolnshire which was due to be considered by the Executive Councillor for Highways, Transport and IT between 6 May and 10 May 2019. The views of the Committee would be reported to the Executive Councillor as part of his consideration of this item.

Officers gave a brief history of the development of the Forums which were set up in 2003 and whose main purpose was to advise the Council on rights of way in Lincolnshire. Officers stated that in recent years recruitment of new members had become more difficult and the Countryside Service had not got the resources to service two Forums which had existed in the past.

Comments by the Committee and the responses of officers included:-

- The knowledge and enthusiasm of volunteers serving on the Forums was welcomed and retaining them to serve on one Forum for the whole of Lincolnshire might be an issue due to the county's geographical size. Officers agreed that this would be a challenge and the recruitment process would need to be carefully considered. The new arrangements would provide an opportunity for members to concentrate on Lincolnshire's rights of way.
- There should be a review of how the new Forum was working after one year of operation. Officers agreed to raise this matter with the Service Manager.
- What were the cost implications of the new arrangements? Officers stated that there would be a small cost saving.
- Were Parish Councils consulted/involved with the Forum? Because the geographical area covered by the new Forum was the whole county it might be seen to be too remote from local people. Officers stated that many of the current voluntary bodies including Parish Councils that got involved in the Forum were required to take a strategic view of rights of way and the Ramblers organisation was given as an example.

The members supported the recommendations detailed in the report.

#### RESOLVED

- (a) That the recommendations detailed in the report be supported.
- (b) That the comments made by members in connection with the report be passed to the Executive Councillor for Highways, Transport and IT.

#### 75 WINTER MAINTENANCE - END OF YEAR REPORT

The Committee received a report in connection with an end of year report on winter maintenance for the winter of 2018/19. Officers explained the replacement of the use of white salt by treated brown salt, the improved audit of salt bins which had led to improved maintenance of the bins and that there would be a review of the current "Precautionary Salting Network" as more roads came on line.

Comments by members and the responses of officers included:-

- It was noted that the number of requests for roads to be added to the salting network had been eight last winter which might have been due to the mild winter. Officers agreed that this might have been the reason for the low number of requests.
- Grit bins not being used could be due to the mild winter. Officers agreed to feed this response back to the Resilience Team.
- Officers stated that all schools were treated within 500 metres of their entrance during periods of severe weather. The Council was able to use smaller gritters to use on some routes where appropriate. Officers agreed to clarify this issue with the Resilience Team and respond to members.
- Personal attacks on drivers of grit vehicles on social media should be countered and the Council's Communications section should be consulted on the best way

to tackle this issue. Officers agreed that this was a good idea and stated that they were already in consultation with the contractor about this matter.

- Some Parish Councils had purchased their own bins. What was the position in connection with the filling of these bins? The Executive Councillor stated that the Council was able to provide grit bins to Parish Councils to enable them to fill their own bins. The Executive Councillor stated that grit stolen from bins was a big issue in some areas.
- Officers stated that not all bus routes were gritted and that if they were this would necessitate the removal of other routes from the network. A full review of the route network was not currently being undertaken but would likely to be required in future.
- In some cases, Parish Councils had purchased their own bins to store salt but there was the question of servicing and cost.
- Officers stated that currently it was more cost effective to purchase gritting vehicles especially as interest rates were so low and the Council was able to extend their service through maintenance. Officers added that the vehicles were only used during inclement winter weather their annual mileage was quite low. Officers stated that when the lease period came up for review this provided an opportunity to examine if the lease should be extended.

**RESOLVED**

- (a) That the report be received.
- (b) That the review of the current gritting route, the need to the Council's Communications section to investigate attacks on grit drivers in social media and that the servicing by the Council of additional salt bins bought by Parish Councils would need to be considered in the review of the current salting network.

**76      TRANSPORTCONNECT - TECKAL COMPANY UPDATE**

The Committee received an update on the Council's Teckal Company, Transport Connect Ltd, established in 2016, as an intervention into the market. Officers stated that the governance and management of the company had been strengthened since the company had been established.

Comments by members and the responses of officers included:-

- The report was welcomed as it was filling a gap in the market and saving the Council money.
- The satisfaction surveys were very good.
- Was the Council able to provide any assistance following the fire at one of the maintenance depots? Officers stated that the fire was caused by an electrical fault and the Council's property section was aware of the situation.
- Many of the pupils had special needs and the care taken by transport personnel was welcomed.



The Committee welcomed the success of the service which had addressed a shortfall in the market.

#### RESOLVED

That the report be welcomed and that the comments made by the Committee be passed to the Executive Councillor for Highways, Transport and IT.

#### 77 LINCOLN TRANSPORT STRATEGY

The Committee received a verbal report in connection with an update of the Lincoln Transport Strategy.

Officers gave details of the implementation of the Strategy, including:-

- Phase 1- acquisition of data; understanding the current and future issues including the effects of the internet on retail shopping; increased tourism; gaps in the current market and where intervention should be concentrated.
- Phase 2 – utilising the Strategy. Results indicated that there had been a substantial increase in light goods vehicles using the highway network because of more home deliveries; bus use had continued to decline in recent years which was reflected nationally; an increase use of rail especially from North Hykeham Station; increased in tourism and leisure; housing growth had led to an increase in traffic movements and this would only be reduced if there was a reduction in growth.

Officers stated that feedback from the "drop in centres" had indicated the need for more bus services to be provided at the weekend and evenings. Officers stated that bus companies had stated that there was no increase in the use of these services when they had been provided. Concerns had been expressed that the new Lincoln Transport Hub was not large enough and that it would not be able to cope with future demand; the current cycling routes were good but needed to be improved when they got to Lincoln; cycling routes should be brought up to the level provided in the Netherlands; the ring road needed to be completed around Lincoln; links between villages needed to be improved not just links to Lincoln, this was particularly important in view of the proposed development of Scampton and concerns had been expressed about the Western Growth Corridor.

Comments made by members and the responses of officers included:-

- How would the Council prioritise its work on the Strategy? Officers stated that the process used by the Boston Transport Strategy would be followed.
- While the provision of cycling storage at the Lincoln Hub was welcomed more facilities were required especially in urban centres. Officers agreed that the lack of storage facilities for cycles needed to be addressed and the importance of seeking a balance in the provision of all transport.
- Officers stated that improved connectivity of cycle routes would be addressed and stated that Sustrans had been given £21m to spend on cycling routes. The increased use of electric bikes was welcomed.

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE  
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- It was noted that the use of the internet for retail and food shopping had increased.
- Officers agreed with members that bus companies needed to improve their publicity about bus timetables.
- Had any consideration been given to the introduction of a congestion charge? Officers stated that this would be considered in the future.

Officers stated that they would submit a further progress report in two months.  
RESOLVED

That the report, together with members' comments be noted and that a further progress report be submitted in two months.

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

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

Officers stated that the cycling strategy scheduled for 10 June 2019 would now be considered as part of the bus strategy report.

RESOLVED

That the Work Programme be noted and updated accordingly.

**79 INFORMATION ITEM****80 A46 NETTLEHAM AND RISEHOLME ROUNDABOUT HIGHWAY SCHEME DESIGNS**

The Committee received a verbal update and presentation of plans in connection with the A46 Nettleham and Riseholme roundabout highway scheme designs. Officers explained the improvements to both roundabouts.

Comments by members and the responses of officers included:-

- Why had not the Skellingthorpe roundabout been addressed? Officers stated this belonged to the Highways Agency but the Council was in consultations with the Agency about this roundabout.
- It was hoped that the proposed changes to the Nettleham roundabout would not affect the water flow from Nettleham Beck ("Roaring Meg"). Officers stated that it was proposed to increase the size of Nettleham Beck and the existing flow to Nettleham would be reduced.
- Officers stated that the existing cycleways to both roundabouts would be maintained and the provision of larger roundabouts would also give cyclists more protection.
- Was it proposed to make the changes to the roundabouts at the same time? Officers explained how it was proposed to make the necessary improvements at

the same time and to avoid too much disruption to traffic flows. Officers stated that it was more cost effective to deal with both roundabouts at the same time. It was proposed to make a start on site in January 2020 and the work would take six months to complete.

- Was it possible to extend the lanes to the A158 from the Nettleham roundabout as this would help HGVs to climb the incline on this stretch of road? Officers stated that the proposed improvements would improve the capacity of the existing highway network and the opening of the Lincoln Eastern Bypass would further improve matters. Any increase in extending crawler lanes would involve further land purchase which this scheme at present did not having the funding to facilitate.

The meeting closed at 12.30 pm

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**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Boston Transport Strategy Update</b>

**Summary:**

This report provides a further update on the Boston Transport Strategy from the report of the 10th December 2018 and the developments made in progressing the priorities set out in the Strategy. These are to identify future highway improvements as well as influencing travel behaviour, prioritising walking and cycling and reducing the negative impacts of congestion and air quality.

**Actions Required:**

The Highway and Transport Scrutiny Committee is invited to:

1. Consider the development made so far to the Boston Transport Strategy and the planned progress in identifying and undertaking future highway improvements.
2. Endorse the continued programme of work by the Boston Transport Strategy Board in delivering the aims of the Strategy.

## **1. Background**

The Boston Transport Strategy (BTS) was completed in 2015 and replaced the previous Transport Strategy published in 2006 which delivered significant improvements to Boston. The new Strategy covers the period 2016-2036 aligning to the timescale of the South East Lincolnshire Local Plan and is focused on addressing existing problems and supporting the future development of the town. It was developed by Lincolnshire County Council (LCC) and Boston Borough Council (BBC) and demonstrates a collective vision for improved accessibility and a sustainable transport network to support the growth of Boston.

The Transport Strategy presents a range of short, medium and long term proposals to improve access within the town and the immediate surrounding area. The Strategy aims to support people travelling as part of their daily lives and how businesses reach their markets. The proposals aim to do this through influencing travel behaviour, prioritising walking and cycling, promoting public transport and providing for car and freight traffic.

## 1.1 **Purpose of the Strategy**

The purpose of the BTS is to provide improved access for people, businesses and service providers. Improved access can be provided through either directly meeting the demand for access by increasing transport provision in general or through managing demand so that some modes of transport are promoted and given higher priority than others.

1.2 The demand for access in and around Boston is met by a range of transport modes, such as private motor vehicles, road freight, bicycles, on foot, public service buses, trains and private hire vehicles. It is also understood that people use different modes for different purposes, including within the same journey. However, it is evident that the demand for access is not being addressed in a way that promotes an efficient transport network to support the economy, environment and communities of Boston.

1.3 Government and local policy funding is directed towards stimulating economic growth and an efficient transport system is fundamental to supporting this objective. Widening the range of transport options and facilitating sustainable travel patterns is a key part of making the transport system work efficiently while supporting people, places and communities.

1.4 Traditionally, Transport Strategies have been shaped around types of transport. This has potential to limit the extent to which measures can contribute towards tackling a specific issue. Measures become focused on a certain type of transport rather than accessibility as a whole. Rather than shape the Strategy around the different types of transport, the Strategy is shaped around providing access in general including how demand for access is influenced by geography in terms of key desired movements to, from and within Boston.

1.5 The Strategy also provides the basis for the formulation of funding bids and to provide evidence for the strategic case for schemes.

1.6 Appendix A summarises the current Boston Transport Strategy and its aims and objectives to be delivered.

## 1.7 **Current Progress**

To ensure the measures outlined in BTS are actively progressed the Board continues to review, debate and drive the aims of the Strategy. The Board meets every second month with Councillors and Officers from both LCC and BBC on the Board addressing highways and transport in collaboration with economic development activities.

1.8 The Board is supporting the development of a number of schemes and traffic management improvements on the major highway network within the town of Boston. Three projects are being progressed now with a phased plan to investigate six further projects following the completion of the Boston Traffic Model. The three schemes being taken forward are:

- Bank Street – An implementation scheme has been issued to the Technical Services Partnership (TSP) to extend the current closure

times already in place. The Traffic Regulation Order (TRO) process can take nine months to implement. Once enforceable, the relevant associated signs will be replaced.

- Lister Way – A feasibility study has been commissioned to TSP to improve capacity and operation at this location. The study will consider the impact of any improvements at Lister Way will have on other locations within this area. If improvements to locations further afield will have positive impact on Lister Way, these will also be considered. All recommendations will be justified by traffic modelling.
- A16 Bargate Roundabout – A feasibility study has been commissioned to TSP to improve capacity and operation at this roundabout. This study will also consider the impact any recommendation will have on other locations within the area.

All the perceived benefits of these proposals will be justified through traffic modelling before developing into projects to be constructed.

1.9 WSP has been commissioned by Lincolnshire County Council to create a new traffic model of Boston. The model will be used to assess travelling behaviours in Boston so to inform options and the affects they will have on the wider highway network. This includes the assessment and appraisal of a proposed Boston Distributor Road (BDR) and it is possible that the model will be used to support business cases to seek funding from the Department for Transport (DfT). The six projects that will be developed after the completion of the Boston traffic model are:

- A16/B1397 Roundabout (ATS) & Marsh Lane Roundabout (in conjunction with Liquorpond St Roundabout) - Re-designation of existing southbound approach lanes to reduce delays during peak periods and improve capacity.
- A16 John Adams Way/Botolph Street Junction - Prohibit right turn movement from Botolph Street onto John Adams Way to improve capacity through junction on A16.
- A16/A1138 South End Junction - Following the introduction of right turn ban from South End, introduce priority junction and re-configure phasing of signals to improve capacity through junction on A16 and re-locate existing pedestrian crossing on South End.
- A16/A52 Liquorpond Street Roundabout (in conjunction with ATS roundabout) - Re-designation of existing approach lanes on Liquorpond St and consideration of additional third lane to reduce delays and increase capacity.
- A16 John Adams Way/South Street - Review of lane designations and possible consideration of an additional fourth lane to reduce delays during peak periods
- A1137 Norfolk Street/Witham Place - Prohibit traffic from exiting Witham Place onto Norfolk Street to improve capacity through signalized junction whilst maintaining access for cyclists to the National Cycle Route 1 (NCR1).

It should be noted that these are the current proposed improvements and will be subject to potential changes. All the perceived benefits of these proposals will be justified through traffic modelling before developing into projects to be constructed. A Location Map is included as Appendix B.

1.10 To ensure DfT requirements are met the model will be built in line with the Department's WebTAG guidance. Beyond the specific assessment of the BDR the model will be used in achieving the following high-level objectives:

- Supporting the work of Lincolnshire County Council (LCC) in managing the existing transport network;  
And:
- Supporting the work of Lincolnshire County Council in developing the future transport network.

1.11 In order to develop the traffic model, a comprehensive set of traffic surveys were required around the Boston area. This included: 6 Roadside Interviews (RSIs), 44 Automatic Traffic Counts (ATCs) and 22 Manual Classified Junction Counts (MCJCs) across the town. These took place in May 2019.

1.12 The need for a public transport model has been reviewed and found not to be required, based on the local mode share and the expected travel time savings from the most significant scheme to be assessed by the model.

1.13 The programme for the Boston Traffic Model project has identified the following key dates:

- 13<sup>th</sup> May – 24<sup>th</sup> May 2019: Traffic Surveys
- 7th June 2019: Data Collection Report
- 26th October 2019: Local Model Validation Report
- 31st January 2020: Forecasting Report

#### 1.14 **Recommendation**

It is recommended that the Committee note the progress to date on the delivery of the aspirations in the BTS and the approach to identifying future highway improvements.

It is recommended that the Committee note the progress on the development of the new Boston Traffic Model.

## **2. Conclusion**

The BTS is an effective tool to co-ordinating a prioritised list of projects which deliver positive change to Boston through: influencing positive travel behaviour, prioritising walking and cycling, promoting public transport and providing for car and freight whilst reducing their negative impacts such as congestion and poor air quality.



### 3. Consultation

#### a) Have Risks and Impact Analysis been carried out?

No

#### b) Risks and Impact Analysis

A Risk and Impact Analysis has not been completed in relation to this paper. However, each individual scheme will undergo a specific Risk and Impact Analysis as it progresses in line with LCC's policy.

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Boston Transport Strategy 2016-2036  <a href="https://www.lincolnshire.gov.uk/transport-and-roads/strategy-and-policy/boston-transport-strategy/52681.article">https://www.lincolnshire.gov.uk/transport-and-roads/strategy-and-policy/boston-transport-strategy/52681.article</a>  <i>This document is included in the electronic agenda pack only. Paper copies are available from Democratic Services</i>
Appendix B	Boston Transport Strategy – Proposed Schemes

### 5. Background Papers

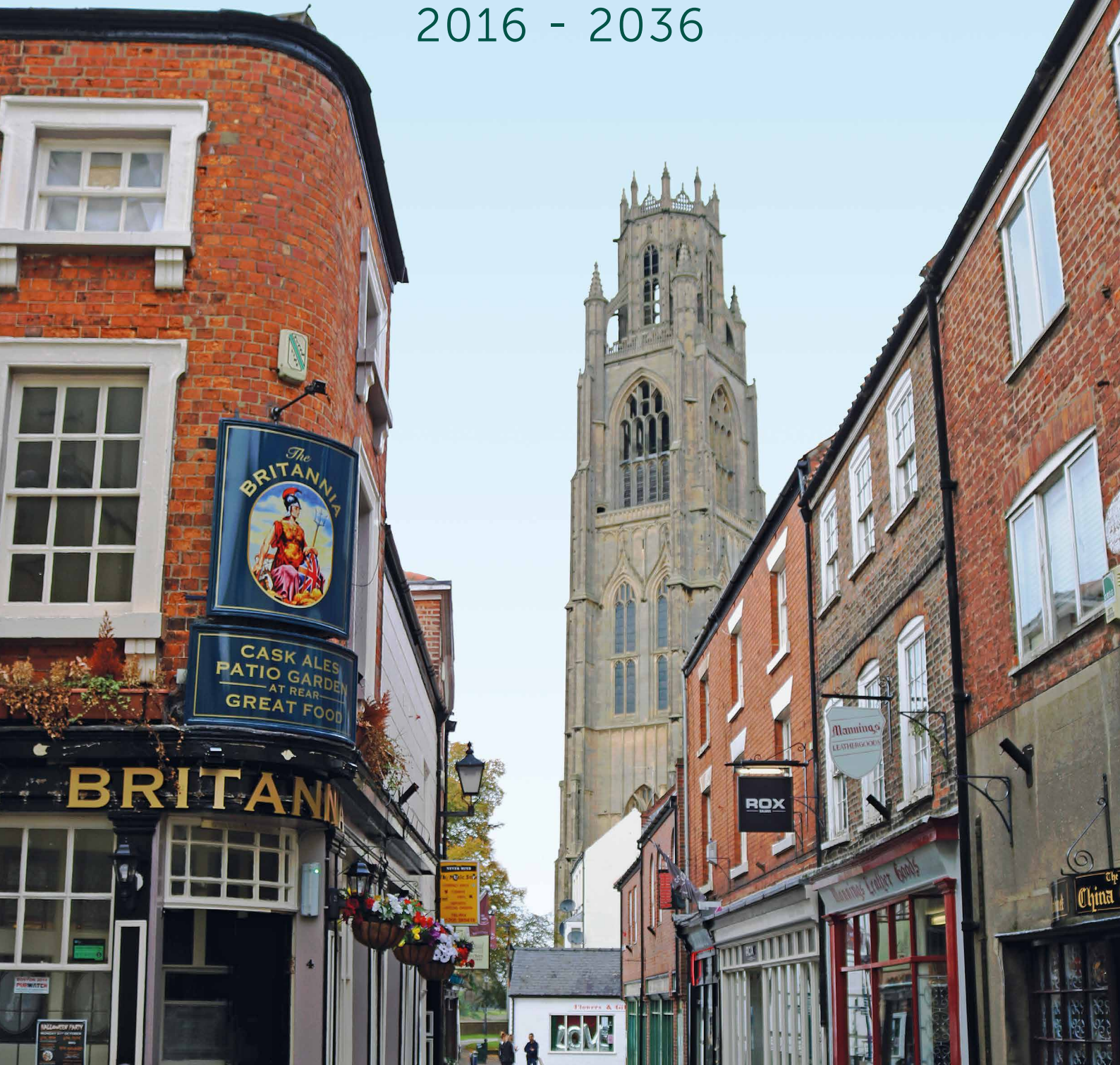
No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Teresa James, who can be contacted on 01522 555587 or [Teresa.james@lincolnshire.gov.uk](mailto:Teresa.james@lincolnshire.gov.uk).

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# Boston Transport Strategy

2016 - 2036



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## Foreword

Boston is a traditional market town and growing port, rich in heritage, character and history and is one of the largest urban areas in Lincolnshire making its economic success important not only locally but also for the County and wider region. As part of the proposals for growth in the town, it has been important to understand the relationship between that growth and the transport system that will support it. Lincolnshire County Council, in partnership with Boston Borough Council, commissioned a project to develop a new Boston Transport Strategy building on the improvements delivered since the last strategy was published in 2006. The new strategy aligns to the South East Lincolnshire Local Plan and is focused both on easing existing problems and supporting the future development of the town.

This Transport Strategy presents a range of short, medium and long term proposals to improve access within the town and the immediate surrounding area. The Strategy aims to support people travelling as part of their daily lives and how businesses reach their markets. The proposals aim to do this through influencing travel behaviour, prioritising walking and cycling, promoting public transport and providing for car and, importantly, freight traffic, while reducing their negative impacts such as congestion and poor air quality.

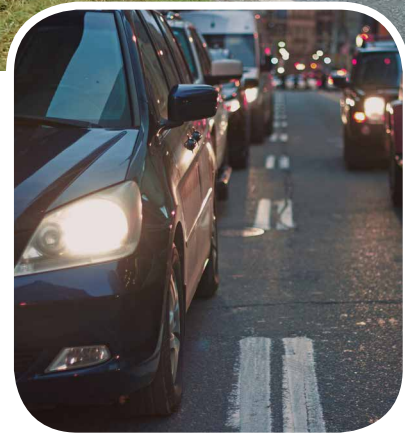
As LCC Executive Member for Highways and Transport, I endorse the Boston Transport Strategy and will ensure that its delivery is monitored over the coming years.

**CLlr Richard Davies**

Executive Member for Highways and Transportation at Lincolnshire County Council.







## INTRODUCING THE STRATEGY:

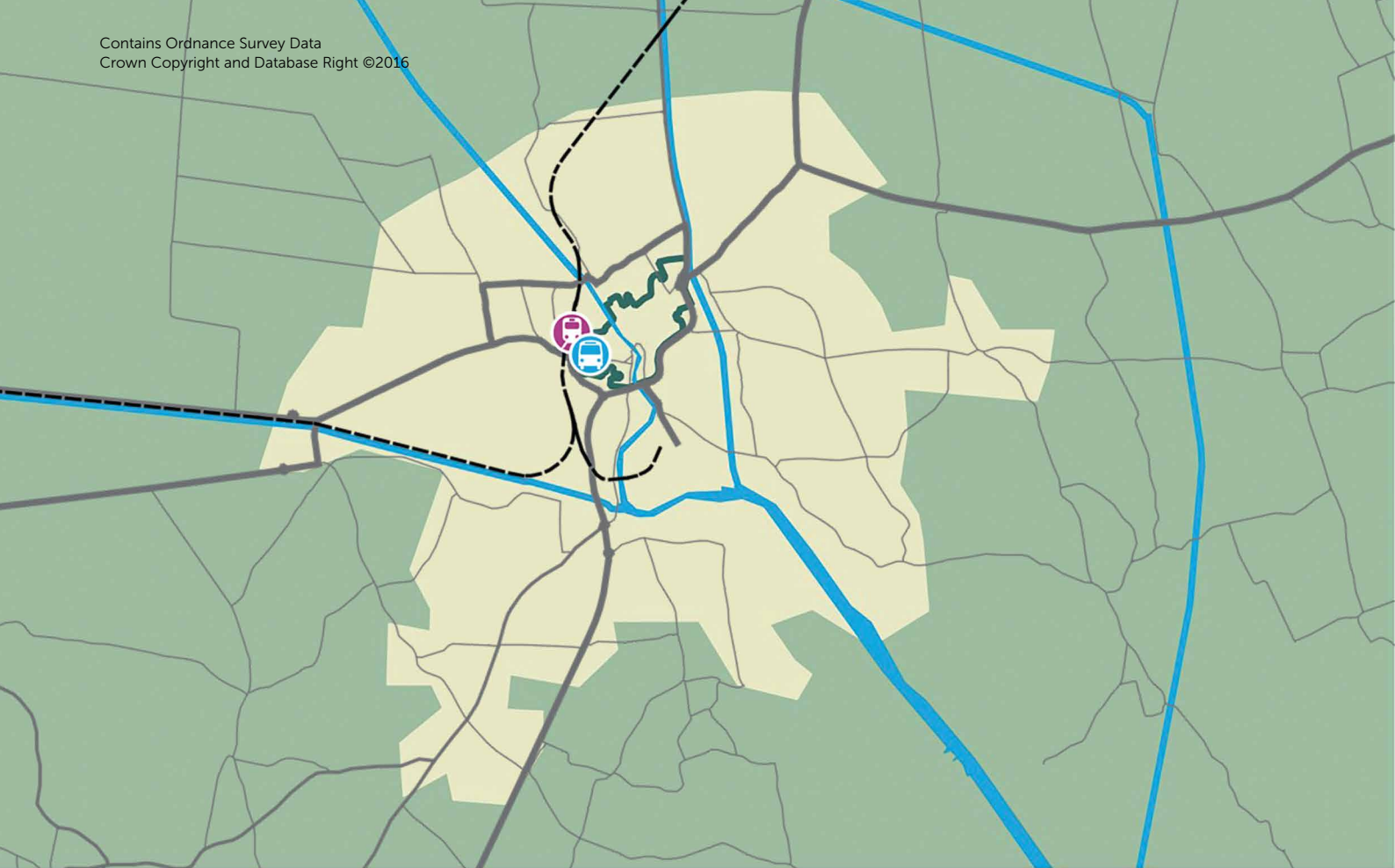
# Introduction

This document presents the Transport Strategy for Boston for the period 2016–2036. The Strategy has been developed by Lincolnshire County Council and Boston Borough Council and demonstrates a collective vision for improved accessibility and a sustainable transport network to support the growth of Boston.

This document provides information on what has informed the Strategy, what it aims to achieve, how it is defined, what the proposals are and how the Strategy will be delivered.

The Strategy will help to address existing transport and travel issues in Boston and help support proposals for significant growth in the short, medium and long term.





## INTRODUCING THE STRATEGY:

# Transport and accessibility

In developing the Transport Strategy, which focuses on Boston and the immediate surrounding area, consideration has been given not only to the content of the document but also the overall defining purpose of the document and, indeed, of transport.

Transport is a mechanism through which people gain access to their needs in terms of:

- Employment;
- Education;
- Healthcare;
- Shops and services; and,
- Leisure.

This is termed 'personal travel'.

However, transport is needed not only to provide access to these needs but also to facilitate them. Businesses and service providers therefore need access in terms of:

- Services users; and,
- Markets.

The former of these is directly related to personal travel while the latter is related to movement of goods.

Whilst access for people, businesses and service providers is most commonly provided by transport of various forms, it is also provided by other means of communication such as post, telephone and, in increasingly sophisticated ways, the internet. These other means have a significant and evolving influence on whether people need to use transport to gain access; a good example being the change in access to shopping brought about by retail on the internet.







## INTRODUCING THE STRATEGY:

# The purpose of the strategy

The overall purpose of a transport strategy is to provide improved access for people, businesses and service providers. Improved access can be provided through either directly meeting the demand for access by increasing transport provision in general or through managing demand so that some modes of transport are promoted and given higher priority than others.

The demand for access in and around Boston is met by a range of transport modes, such as private motor vehicles, road freight, bicycles, on foot, public service buses, trains and private hire vehicles. It is also understood that people use different modes for different purposes, including within the same journey.

However, it is evident that the demand for access is not being addressed in a way that promotes an efficient transport network to support the economy, environment and communities of Boston. For example, a significant proportion of journeys that both start and end in Boston are taken by private motor vehicles. These are journeys that, if more suitable, attractive and accessible alternatives were available, could be made by walking, cycling or bus in many cases.

Government and local policy and funding is geared towards stimulating economic growth and an efficient transport system is fundamental to supporting this objective. Widening the range of transport options and facilitating sustainable travel patterns is a key part of making the transport system work efficiently, supporting people, places and communities and therefore is an essential part of any comprehensive transport strategy.

Traditionally transport strategies have been shaped around types of transport. This has potential to limit the extent to which measures can contribute towards tackling a specific issue. Measures become focused on a certain type of transport rather than accessibility as a whole.

Rather than shape the Strategy around the different types of transport, the Strategy is shaped around providing access in general including how demand for access is influenced by geography in terms of key desired movements to, from and within Boston.



## INTRODUCING THE STRATEGY:

# The strategy process

The Boston Transport Strategy has been developed using a six stage process overseen by a Steering Group which consisted of representatives from Lincolnshire County Council, Boston Borough Council and the South East Lincolnshire Joint Policy Unit.

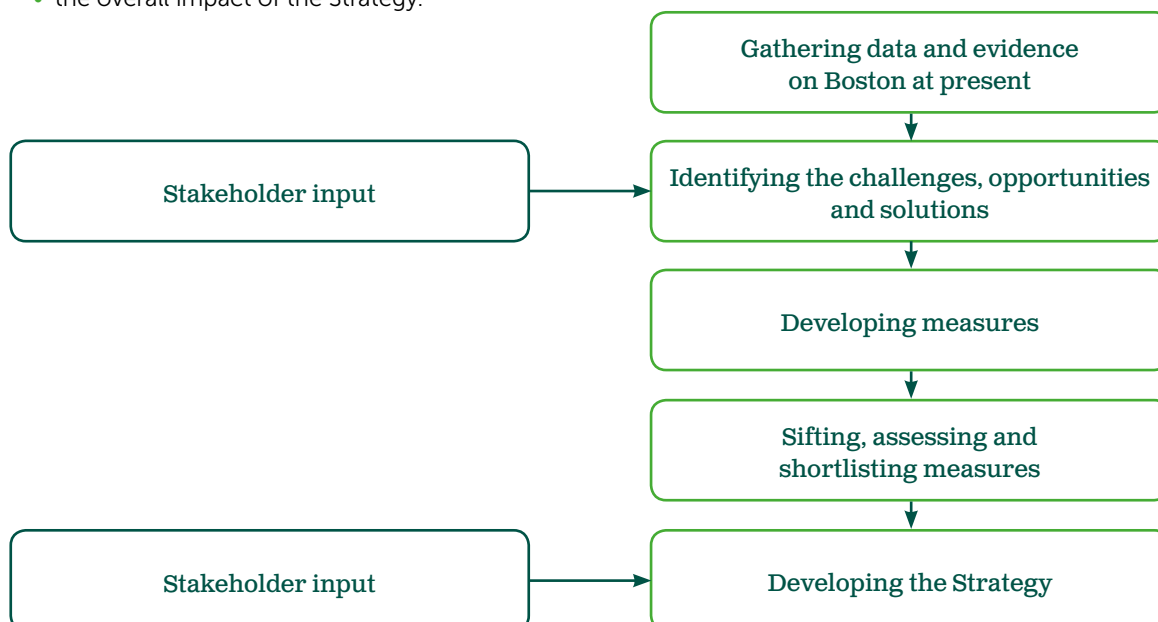
The stages of the Transport Strategy are shown in the diagram below; this highlights the work undertaken, the outputs generated, and where input was provided by the steering group and wider stakeholders to help shape the Strategy.

This process has ensured that:

- Robust data has been collected to enable a thorough understanding of the current situation in Boston;
- Future land use developments and the potential impacts have been understood;
- Local needs have been understood as well as the influences of local and national policies;
- Options that will support growth, tackle current problems and help mitigate increased travel demands in the future have been identified and assessed.

A logic-based approach has been utilised in developing the Strategy to ensure that there are links between:

- the issues and opportunities to be addressed;
- what investments need to be made;
- what outputs will be delivered;
- the short to medium-term results; and,
- the overall impact of the Strategy.





## INFORMING THE STRATEGY:

# Previous transport strategy

The previous Transport Strategy was published in 2006 and covered the period up to 2021 and delivered significant improvements to Boston including for public transport, urban realm and traffic. Among the key successes were:

- £1m scheme to deliver new Into Town bus services, launched in 2008 with new vehicles and infrastructure
- Improvements to the bus station and bus priority at junctions
- £5.5m John Adams Way enhancements delivered in 2010/11 to improve the flow of traffic on this key route through the town
- Traffic management, traffic calming and signing improvements at a number of locations across the town
- Civil parking enforcement
- New St. Botolph's Footbridge opened in March 2014 at a cost of £750,000
- £2m Market Place public realm improvements
- A significant number of cycling infrastructure improvements adding both cycle routes and crossings

These improvements amounted to an investment in excess of £10m in Boston, in addition to expenditure on the ongoing maintenance of the transport network and supporting transport services.

However, challenges still exist as Boston has changed and developed and will continue to do so. The political and economic landscape have also changed substantially since the previous Strategy was formulated with the means to obtain funding a particular challenge in the present.

It has therefore been necessary to create a new Transport Strategy, integrated with land use policy, which sets out the priorities and measures to be targeted for delivery up to 2036 – aligning with the timescale of the South East Lincolnshire Local Plan.



## INFORMING THE STRATEGY:

# Boston now: challenges & opportunities

A wide range of data, evidence and stakeholder views were collated and reviewed in order to identify the existing and potential future challenges and opportunities. The analysis focussed on the following areas:

- Economy;
- Land use & development;
- Accessibility and transport; and
- Environment;
- Society & wellbeing;
- Safety and security.

The following highlights some of the challenges identified:



Cycle users have to share space with fast moving and large vehicles, causing safety concerns.

Walking and bus use for travelling to work have increased in real terms over the last decade.

Although the total number of accidents has been decreasing, the number of cycle and pedestrian accidents has remained relatively constant.

The waterways and railways present significant barriers to movement across Boston and there are a limited number of crossing points.

In 2012/13 Boston was ranked as the fifth highest local authority in England for the percentage of people cycling at least once per week.

The Market Place improvements have had a positive effect on the feel of the town centre.

There is a low frequency of bus services, with no services operating on Sundays and reduced service availability in the evenings.

20% of all accidents in Boston involved cyclists and 22% involved pedestrians – significantly higher than the national average.

All secondary schools are east of the River Witham resulting in cross-town movements for pupils living west of the River.

The large proportion of people travelling to work within Boston Town and Borough by car represents a clear opportunity for modal shift.

The journey time of some cross town movements in 'rush hour' is more than twice the journey time in quieter periods.

Some key transport corridors do not have any cycle infrastructure.

Boston has a large number of small car parks which encourages vehicular movements within the town centre. This is likely to add to congestion issues, particularly at peak times.

The A16 to the south of Boston is a consistently busy route in both directions and is likely to cause congestion during the morning and afternoon peaks.

Average earnings in Boston are significantly below those of Lincolnshire, the East Midlands and the county as a whole, and have not experienced the same level of growth as elsewhere.

Congestion in the town centre primarily results from local traffic travelling to, from and wholly within Boston.

Boston is far removed from the trunk road network and mainline railway and the nature of most local roads is not conducive to the heavy traffic experienced.

The vast majority of traffic is travelling to, from or entirely within Boston rather than passing straight through.





## What does the Strategy aim to achieve?

The vision for the Boston Transport Strategy is:

The Transport Strategy will support a prosperous town with an attractive and safe environment and a high quality of life for all helping to make Boston a great place to live, work and visit.

Sitting beneath the vision are objectives that the Strategy aims to deliver which emerged from the evidence gathering, challenge identification and stakeholder consultation.

The objectives are shaped around the key elements of the vision: supporting economic growth, protecting and enhancing the environment and improving quality of life for all.





## Vision elements

### Support economic growth

To support the sustainable development, regeneration and growth of Boston, helping to attract investment and meeting current and future housing and business needs.

To support and enhance sustainable travel and alternatives to the private car through widening choice, improving public transport and increasing provision for cycling and walking.

To provide an efficient, convenient and accessible transport network for all, reducing the adverse impacts of travel, particularly from private cars and road-based freight.

### Protect and enhance the environment

To protect and enhance the quality and attractiveness of the built and natural environment of Boston and the surrounding area.

To improve the sustainability and connectivity of the communities of Boston and the surrounding area by improving access for all to employment, retail and services.

To reduce carbon emissions from personal travel and freight transport.

### Improve quality of life for all

To improve the safety and security of all travel and, in particular, reducing the number and severity of road casualties.

To improve the health, wellbeing and quality of life of residents, employees and visitors, including through the reduction of noise and air quality related issues and an increase in levels of active travel.





## DEFINING THE STRATEGY:

# A comprehensive strategy for accessibility

The purpose of the Strategy is to provide a comprehensive strategy for accessibility. This involves improving access for all users of the transport network from people accessing employment, education and shops to businesses accessing markets.

The Strategy aims to make the most of the opportunities that new developments offer Boston in terms of being able to 'build in' accessibility as part of the planned growth. This will ensure that new developments will have high levels of accessibility from the outset, with walking, cycling and public transport (known as 'sustainable travel') given significant priority. This is important in terms of the opportunity to influence new residents to the area so that sustainable travel is encouraged and available from the outset, helping it become the norm.

In terms of sustainable travel, the Strategy reflects how the location of new development is just as important as the way in which they are designed. Focusing development in areas that are well connected to the walking, cycling and public transport routes and are close to complimentary land uses will help mitigate the impact of the development and support long term sustainable travel patterns.

The existing transport network does provide good levels of accessibility for many destinations across Boston. However, in some cases the accessibility is skewed towards the least sustainable and higher impact mode; the private motor vehicle. Although this provides some benefits, the dominance of private motor vehicle travel in Boston results in the various negative impacts highlighted earlier, such as air quality issues, traffic congestion and reduced safety. Furthermore, it does not take account of the needs of those who do not have access to a car or wish to travel by an alternative mode.

One in five households in Boston do not have access to a private motor vehicle and as such can have issues trying to reach certain destinations. Providing more accessibility choices will allow people to choose to travel by alternative and more sustainable means helping to address the negative impacts of travel. For those without private motor vehicle access, the provision of alternatives will open up new possibilities for reaching employment or leisure destinations, for example.





## DEFINING THE STRATEGY:

# A strategy for all forms of travel

The Strategy encompasses all ways of travelling in Boston and addresses the possibilities of not travelling where access can be achieved without needing to undertake a journey. Beyond identifying where travel can be negated, the Strategy prioritises walking and cycling where they can meet local accessibility needs.

The important role of public transport is recognised in terms of how it is a vital provider of accessibility for large numbers of people for travelling to work, education, shopping or just for leisure.

Mitigating the impact of motor vehicle traffic will benefit the whole of Boston in terms of reduced delays, better air quality and increased safety. The Strategy recognises the continued importance of motor vehicles for many journeys and a more efficient highway network will support the growth of the economy, allowing people and goods to move more efficiently.

The combination of prioritising cycling and walking, promoting public transport and mitigating the negative impacts traffic can work together to increase choice, influence travel patterns and make all modes of transport work better for the town.



# A range of approaches to influencing travel and providing access

The Strategy takes a wide-ranging approach to addressing the demand for travel. Influencing land use planning so that the impact of travel is mitigated at source is a vital way of addressing accessibility into the future while supporting the growth of Boston. Travel planning and marketing of transport choices will help influence people to travel by more sustainable means. The role of new developments is fundamental to this part of the approach in terms of the design of developments and in securing funding to deliver travel planning measures.

Securing funding for infrastructure and non-infrastructure measures is an ongoing challenge, therefore an innovative approach to partnering and funding will be required to deliver the Strategy. Working with public and private sector partners to secure funding to improve transport infrastructure and services will ensure that Strategy does not become isolated or static as Boston develops and grows.



## DEFINING THE STRATEGY:

# Considering access geographically

The Strategy takes a geographic approach to prioritising measures. This helps the Strategy integrate with people’s journey patterns and determine measures based on these priorities rather than solely by mode of transport as is a common approach of transport strategies.

Prioritising measures based on geography links transport more widely with other areas, such as the urban environment, by identifying how accessibility can play a role in shaping and supporting the town for the benefit of the economy, environment and communities. It also helps to identify the most appropriate measures to progress in relation to the travel patterns. For example, if the priority is to improve the town centre, then the strategy identifies those relevant measures.

The four geographical themes that inform the Boston Transport Strategy are presented below.

## Geographical themes

### Enhancing the town centre

Improvements to the streetscape, urban environment and infrastructure in the town centre to attract investment, facilitate walking and cycling, improve safety and security and enhance the liveability and connectivity of the town centre core.

### Enhancing neighbourhoods

Improvements to the existing neighbourhoods of Boston to increase safety and security, facilitate walking and cycling and enhance the streetscape and urban environment. Also ensuring new neighbourhoods are well connected by sustainable modes of travel to make them attractive, accessible place to live and mitigate their impact on the rest of the area.

### Connecting neighbourhoods to wider Boston ...and each other

Improving the links from neighbourhoods to the town centre and wider Boston. This will improve access to employment, education, health care, retail and services, and leisure, enabling people to reach a range of destinations easier and by sustainable means.

### Connecting Boston with other centres

Improving the connections between Boston and other centres both within and beyond Lincolnshire. Better connectivity will facilitate economic opportunities and improve the possibilities of better long-distance connections to larger economic centres across the country.



# Geographical themes

Connecting Boston with other centres



Enhancing the town centre



Enhancing neighbourhoods



Connecting neighbourhoods to wider Boston and each other



DEFINING THE STRATEGY:

# Influencing access by prioritising modes of transport

Rather like the commonly used approach for minimising waste, “Reduce, Re-use, Recycle”, there is a hierarchy that can be applied to, and used to prioritise, transport measures. Whilst the specific elements of this hierarchy can differ between strategies, they have one overall purpose; to limit the negative transport impacts of accessibility by attempting to reduce the number of journeys made or if journeys are made to focus these on the least harmful modes of transport.

The hierarchy used in defining measures proposed in this strategy is as follows:

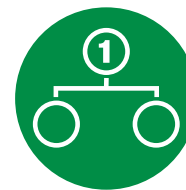
## Accessibility hierarchy



### Influencing travel behaviour

Influencing travel by introducing measures that limit journeys by meeting personal or business needs at their point of origin.

If journeys have to be made, influence the end destination in order to reduce the impact of journeys by reducing distance and encouraging non-peak period journeys.



### Prioritise active modes

Where journeys have to be made, prioritise the least harmful modes of transport including walking and cycling.





### Promote public transport

For longer, necessary, journeys for which walking and cycling are less viable, public transport should be encouraged and prioritised.



### Mitigate residual impacts of traffic

Despite the previous elements of the hierarchy, journeys by private car will still be made and will be a dominant mode for many journey choices, therefore, the last element of the hierarchy is to mitigate the impacts of the resulting traffic.





## DEFINING THE STRATEGY:

# Delivering for the current and future population

The long term nature of the Strategy means that the population of Boston is likely to change and grow considerably between now and the end of Strategy period in 2036. It is important to consider how the Strategy can improve accessibility for people who currently live and work in Boston but also to understand how the Strategy can support future residents, workers and visitors.

The significant planned growth of housing offers an opportunity to embed sustainable accessibility from the outset when residents move in to the new neighbourhoods. This is a vital part of mitigating the impact of growth so that it can have a positive social, economic and environmental impact on Boston, supporting the existing neighbourhoods, residents and businesses.



## THE STRATEGY:

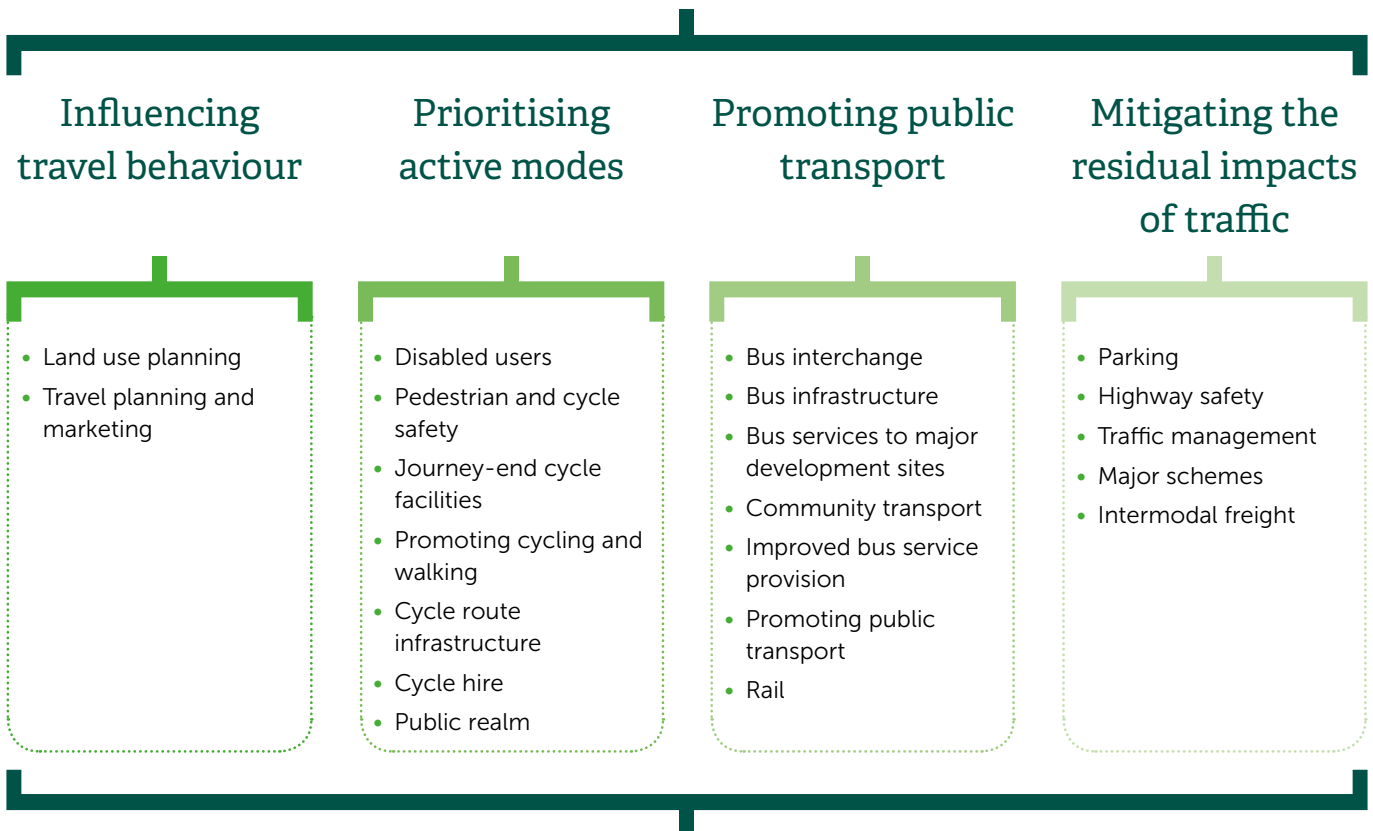
# Introduction

The measures are structured around four areas:

- Influencing Travel Behaviour
- Prioritising Active Modes
- Promoting Public Transport
- Mitigating the Residual Impacts of Traffic

## Hierarchy of accessibility and measure sub-headings

### ACCESSIBILITY HIERARCHY



### MEASURE PACKAGES

As can be seen in the figure above, the measures cover a significant range of measure types including land use policy, soft 'influencing' measures and hard infrastructure.

The breadth of challenges has led to a broad range of measures; the strategy does not focus on one type of measure or indeed one main measure, rather, it provides a broad range of measures to be delivered over the course of the next 20 years. This breadth means that the strategy provides opportunities to meet the challenges in different ways, allowing for variations over time in the availability, sources and types of resources and funding available.



## THE STRATEGY:

# Influencing travel behaviour

## Land use planning

Locate new **residential development** in sustainable locations in terms of access to everyday facilities; retail, services, education, health and employment. On urban extension sites seek to provide such facilities within or adjacent to the site. Provide for sustainable travel and reduce the need for travel through the provision of high speed internet connectivity cycle storage and walking and cycling routes.

Make it a priority to **develop town centre brownfield sites** that facilitate sustainable travel, regenerate the town centre and provide residential opportunities.

Improve the geographical balance of traffic-generating facilities to reduce cross-town movements by:

- **building a new secondary school** to the west of the town centre; and
- meeting the need for any additional **full-sized supermarket** in a location to the east of the town centre.

## Travel planning and marketing

**Implement targeted travel planning** tailored to the needs of individuals, focused on engaging with those groups most amenable to change.

**Develop a Business Travel Zone** for Boston to provide improved travel planning support to businesses to encourage sustainable travel for work-related journeys (including commuting, business travel and freight movements).

**Facilitate sustainable travel in new developments** by ensuring all new developments have an active and monitored Travel Plan.

**Run borough-wide sustainable travel events** to promote sustainable travel initiatives such as 'Bike to Work week' and 'Walk to school month'.

**Ensure all schools to have up to date and active Travel Plans** that target modal shift and aim to embed sustainable travel behaviour that children will continue into adulthood.

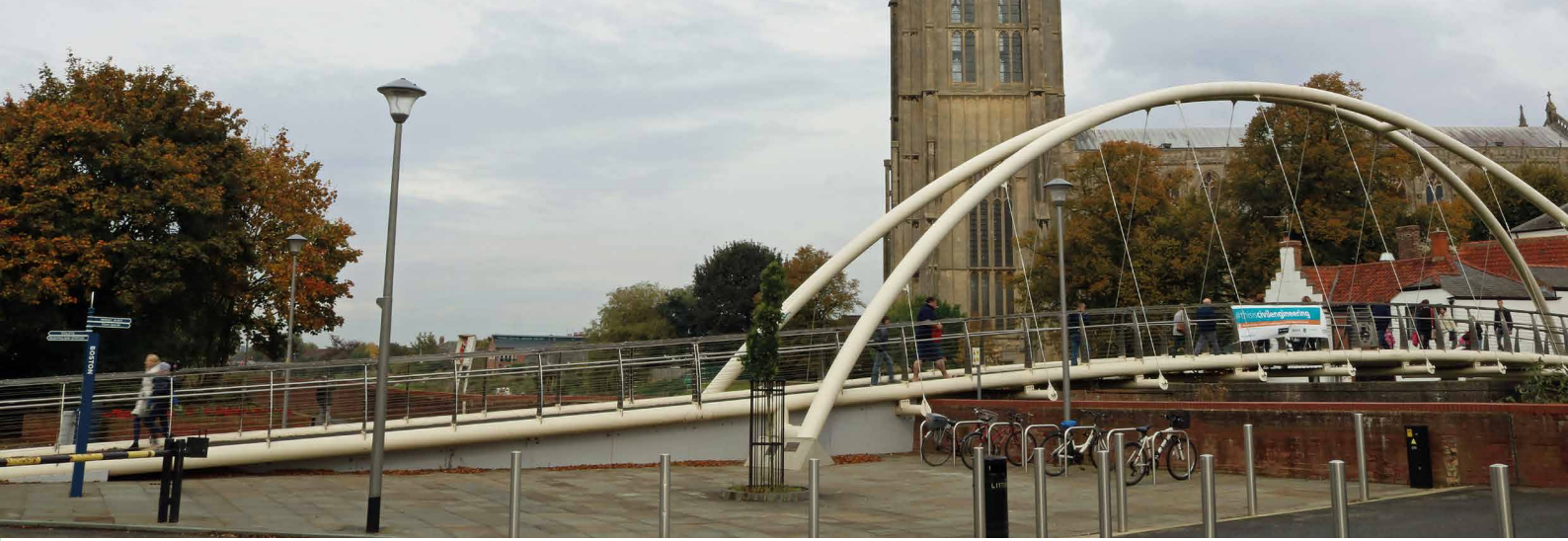
### CASE STUDY:

#### Cycling - Lincoln Hire Bikes

The scheme was established in 2013 as part of a £4.9m grant from the Department for Transport's (DfT) Local Sustainable Transport Fund (LSTF) which the County Council was successful in bidding for. The scheme is run by Hourbike on behalf of the council's Access Lincoln project. The total cost to deliver and operate the scheme from the launch in August 2013 to the end of the current contract in March 2018 will be £356,212. The 100 bikes can be hired 24 hours a day, 365 days per year, from 19 hirebike stations situated across Lincoln. To monitor the scheme the Council looks at the amount of registered members and also the number of times the bikes have been rented per month. To date the scheme has almost 2000 registered members. Electric bikes will be brought in soon as will expansion in the uphill area as a result of Department for Transport Funding.







## THE STRATEGY:

# Prioritise active modes

## Disabled users

Conduct a **Equality Act Access Audit** to assess what improvements can be made for those who have difficulties travelling around the town centre.

## Safety improvements for people on foot and cycle

**Improve pedestrian and cycle user safety at key junctions** by reviewing the provision at junctions where clusters of accidents involving pedestrians and cycle users have been recorded, such as the A52/West Street, Fydell Street/Norfolk Street and A52/A16 junctions.

Utilise techniques, such as centreline removal, where 20mph zones are proposed to reduce vehicle speeds and **promote safety** for people using cycles.

## Cycle facilities at destinations

**Increase the amount and quality of cycle facilities**, such as secure parking, lockers and showers at key destinations in the town centre, at schools and at public transport interchanges to facilitate cycle travel.

**Offer match/part funding for cycle facilities** at journey end locations, such as workplaces and educational institutions.

## Promotion of walking and cycling

**Continue and accelerate the roll-out of Bikeability** and associated initiatives to schools to encourage and facilitate more pupils to cycle to school.

**Offer free cycle training** to adults to encourage and facilitate cycling for a wide range of journeys.

### CASE STUDY:

#### Access LN6

Encouraged businesses, residents and communities in Hykeham and Lincoln to travel sustainably. It has seen the number of cyclists double, an increase in patronage at Hykeham Station to over 50,000 and more people using the buses, nearly 10,000, to the rural villages of LN6. The scheme is a testament to partnership working to encourage people to think about how they travel by providing Personalised Travel Planning (PTP), as well as providing the infrastructure and information necessary to make the change. Infrastructure such as 3 new footway and cycle paths, bus shelters and an increase of train services.





## Cycle route infrastructure

**Introduce cycle route infrastructure on key routes** into the town centre that address the issue of safety, which is a key barrier to increasing cycle use. Utilise best practice from the UK and Europe to develop innovative approaches within the constraints of the highway network.

**New cycle 'traffic free' routes on waterways** to improve connectivity between residential areas, the town centre and areas of employment, such as along the River Witham between St. Botolph's footbridge and Carlton Rowing Club.

Increase pedestrian/cycle connectivity by **building new bridges/upgrading existing bridges** at the following locations:

- Across South Forty Foot Drain to link existing residential areas and future development areas.
- Across Maud Foster Drain by at Windsor Crescent.
- Across Maud Foster Drain at Hospital Lane/Norfolk Street.
- Across River Witham north west of the town centre (as an alternative to the Sluice Bridge).

Review existing linkages and consider **provision of new cycle routes to tourist destinations** such as Boston Woods path network, Black Sluice trail, Coastal footpath and the RSPB reserve.

**Review existing shared cycleway/footways** and consider alternatives, such as segregated facilities, where appropriate.

**Review existing crossing facilities and timings along John Adams Way** to improve safety and connectivity for pedestrians and cycle users.

**Improve/introduce signage for pedestrians and cycle users** to assist way-finding.

## Cycle Hire

Investigate opportunities for the introduction of the **cycle hire/share/loan scheme**.

## Public realm

**Expand the Market Place public realm:** reallocating space for pedestrians and commercial opportunities (e.g. footway café tables and seating), reorganising parking and loading, improving perceptions of safety and making landscape improvements. The individual elements of the scheme could be split into separate packages.

**Reduce the barrier** that John Adams Way imposes **by improving the environment for other road users:** introducing greenery/lighting; and removing excessive guard railing.

## Cycling and buses

Investigate with bus operators the potential to **provide cycle storage on buses**.



## THE STRATEGY:

# Promoting public transport

## Bus interchange

**Upgrade the existing bus station** to improve passenger experience with better waiting facilities and information **or provide a new town centre public transport hub** either at the location of the existing bus station or a new location. The hub would facilitate interchange between different modes of transport and improve safety, public realm, waiting areas and passenger information. The hub would reflect best practice to create a first-class facility.

**Improve the quality of bus waiting areas** with new or improved shelters, seating, raised access kerbs, real time information.

**Introduction of bus priority measures**, such as bus gates that prioritise bus movements at congested locations, such as the A16 south of Boston.

**Improve signage for the bus and railway stations** for pedestrians travelling from the town centre.

## Bus services to major development sites

When planning new developments, consider the design of the development to **allow circular bus routes** which assists the operators to run an efficient and punctual service.

**Explore opportunities to improve bus provision to key employment areas** close to the town, such as the Industrial Estates on Marsh Lane and Skirbeck Quarter to support shift workers during early and late hours.

## Community transport

Work with Lincolnshire CVS to strengthen community transport provision and maximise the opportunities available through the 'Total Transport' countywide project.

### CASE STUDY:

#### New St. Botolph's Footbridge & Market Place Improvements

A replacement footbridge for the previous non-Disability Discrimination Act compliant footbridge opened in March 2014, costing £750,000 and funded by Lincolnshire County Council and the European Regional Development Fund (ERDF). The bridge provides a key link between the east and west of the town centre between Market Place and the West Street area and onto the railway station.

European Union ERDF funding was also utilised to refurbish the Market Place. Excessive car parking was removed and a new layout that showcases the surrounding historic buildings, providing space for market and attracting further investment to the area. £1.1 million of the £2 million total cost came from the ERDF with Lincolnshire County Council and Boston Borough Council contributing the remaining funding.

### CASE STUDY:

#### Lincoln Transport Hub

The Lincoln Transport Hub is a significant regeneration project that will provide a state-of-the-art bus station, 1,000 space multi-storey car park, retail space and a new pedestrian plaza along with improvements to Lincoln Central railway station. The £30 million scheme is being led by City of Lincoln Council with £11 million of Department for Transport (DfT) funding and a further £2 million from the Greater Lincolnshire Local Enterprise Partnership (GLLEP). City of Lincoln Council are working with stakeholder such as the DfT, the GLLEP, Lincolnshire Co-op, Network Rail, Lincolnshire County Council and East Midlands Trains to deliver the scheme by January 2018.





## Improved bus service provision

Review opportunities to secure additional capital or revenue funding to **improve the provision of bus services** within Boston and inter-urban services between the town and other centres. This could include opportunities to improve both peak period and all-day services and the introduction of Sunday services. Align services that visit the railway station with train times, providing a fully integrated public transport provision for the town.

**Work with local employers to explore the possibility of co-funding bus services** that would help transport their workforce and expand employment opportunities.

## Promoting public transport

Work with public transport operators to encourage use through a **'Try for Free' campaign** where residents and employees are offered free journeys (e.g. free return rail ticket from Boston to another Lincolnshire station or free day pass on Into Town Service).

**Increased publicity campaigns and initiatives** to raise the profile of public transport and its benefits within Boston and to encourage its use.

**Introduction of flexible bus tickets** such as season tickets and travel cards. Explore ways in which these could be applied to the wider region.

## Rail

Lobby the Train Operating Companies and the Department for Transport to provide **increased, more direct services** and to connect to wider destinations and to **rationalise the timetables** to assist interchange at Grantham for onward East Coast Main Line services.

### CASE STUDY:

#### Boston Into Town Bus Services

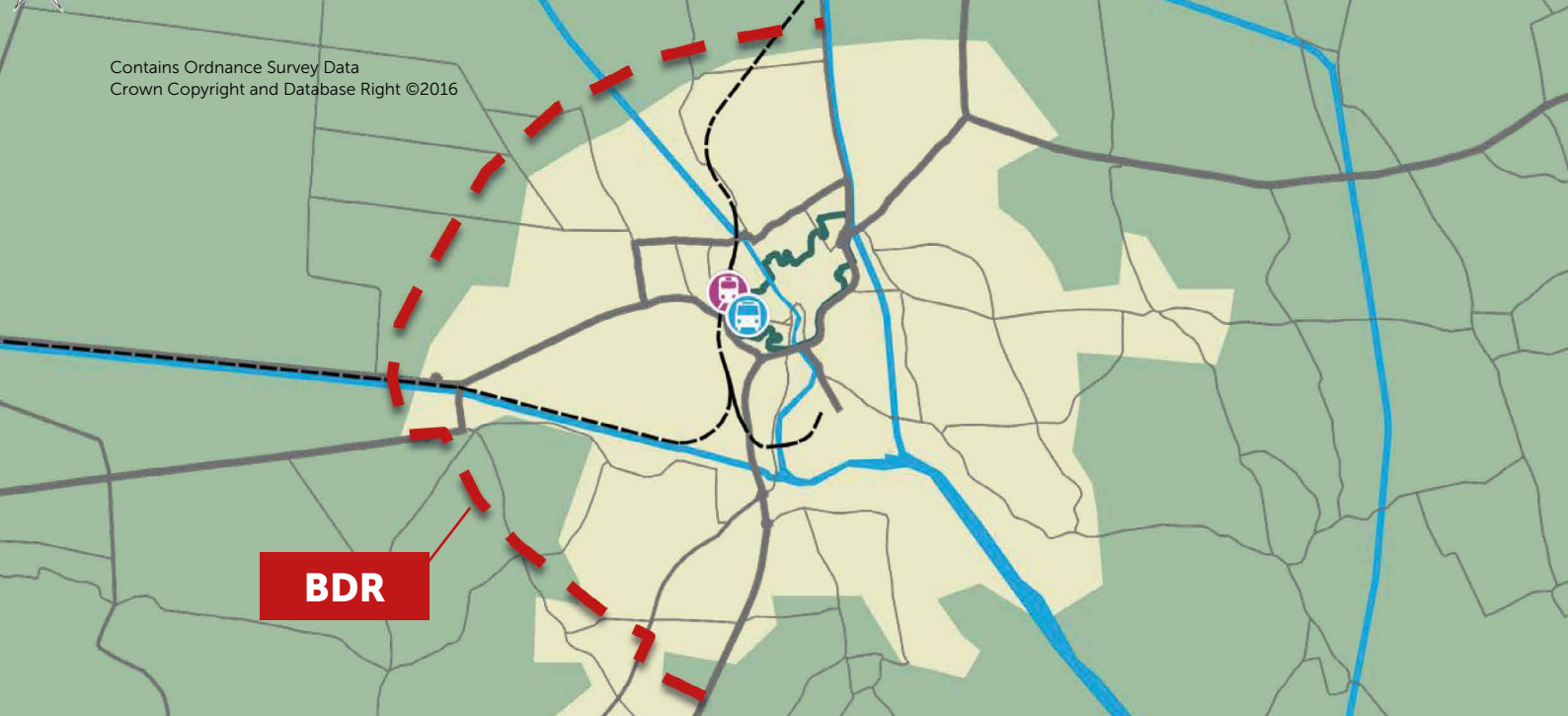
The £1million scheme became operational in 2008 with three new buses, costing approximately £300,000 each, running along three new routes with the service becoming commercial from August 2013. The remaining funding was spent on associated infrastructure including shelters, signage, raised kerbs and real time passenger information. Into Town Services are also in operation in Sleaford and Grantham.

### CASE STUDY:

#### A16/A52 Improvements

A number of schemes were undertaken in 2010 – 2011 at a combined cost of £5.5 million including creating two lanes for traffic travelling north into Boston on the A16 Spalding Road from London Road roundabout to Liquorpond Street roundabout. Two lanes were also created for traffic travelling westbound on the A52 Liquorpond Street, Queen Street and Sleaford Road. On London Road west approach to the A16 Spalding Road roundabout an additional lane was added. Overall, the scheme significantly reduced congestion through the town.





## THE STRATEGY:

# Traffic mitigation

## Parking

A new **Parking Strategy** where a range of issues will be considered and options could include, but not be limited to, reorganising parking stock, reviewing tariffs, improving information provision and signing, and provision for disabled users.

## Safety

Undertake **safety studies at accident cluster sites** to identify improvements.

## Traffic management

Review potential locations for **20mph zones** to improve safety

Improvements to help **improve traffic flow through the junctions** forecast to be under pressure in the future, such as the A52/A16, A16/London Road and A52/A1121 junctions. Priority should be given to the A52/A16 junction.

**Review traffic management measures in the town centre**, including traffic calming, Traffic Regulation Orders, HGV and loading restrictions (including daytime restrictions), one-way routes and banned movements. Integration with the new Parking Strategy will be important.

**Consider implementing traffic calming and providing crossing facilities** on Fydell Street/Norfolk Street to encourage use by appropriate traffic, lower speeds and improve safety for other road users.

**Review existing parking demand and on-street supply** within the vicinity of schools and the hospital with a view to alleviating parking issues.

## Major schemes

The Councils will continue to work with developers to deliver elements of the Boston Distributor Road (BDR), which in the long term will provide a western link road between the A16 in the south of the town and the A16 in the north, and serve new developments to the west of Boston. The Councils will work together on the feasibility (including traffic modelling, design and funding) of delivering elements of the BDR and associated projects that cannot be brought forward by the private sector alone.

Initial modelling has indicated that a new East-West Relief Road (BEWRR) from the A16 Spalding Road, across the River Witham to Skirbeck Road, could generate traffic benefits. Further investigations will be made into these benefits as well as the potential impacts of the scheme to confirm whether proposals should be developed further.

## Inter-modal freight

Work with operators to find ways to **increase the use of rail to transport freight**.



## THE STRATEGY:

# What are the priorities?

The Strategy features a wide range of measures that cover all the geographic themes and all levels of the accessibility hierarchy.

The range of measures identified shows a priority for facilitating active modes and public transport where a journey needs to be made whilst also reducing the need to travel in the first place. The Strategy also prioritises enhancing connections between neighbourhoods and wider Boston; this is primarily a result of many of the challenges identified being related to movements wholly within Boston rather than movements between Boston and other towns. Focussing on such local movements and accessibility steers the strategy towards measures that are predominantly at the top of the accessibility hierarchy and are often lower cost and promote sustainable methods of travel. The delivery of such local measures can be more directly influenced jointly by Lincolnshire County Council and Boston Borough Council.

**Nearly half of travel to work journeys start and end within Boston and half of these journeys are made by driving a private motor vehicle even though Boston is approximately 4km across.** This contributes towards the traffic issues around the town centre which have a negative effect on air quality at certain locations an impact the economy due to delays. The short nature of these journeys does present an opportunity for modal shift if alternative modes are improved.

**School travel was also identified as a key contributor to traffic congestion during peak hours. All the secondary schools are east of the River Witham which means many pupils have to cross the town to access their school.** The domination of the private motor vehicle in terms of mode share results in many of these school related journeys being made by car, again, despite the fact that they are over short distances. Improving the offer of alternative modes between neighbourhoods, particularly active modes, through infrastructure and non-infrastructure measures would help reduce the impact that school travel has on the overall transport network.





## DELIVERING THE STRATEGY:

# A collaborative approach to delivery

The Strategy cannot be delivered by Lincolnshire County Council and Boston Borough Council alone. The success of the Strategy is dependent on buy-in, support, resources and funding from a range of stakeholders.

A Strategy Delivery Group will be established to bring together stakeholders from a range of disciplines to utilise experience and expertise in collaboratively delivering the Strategy. The Group will also capitalise on existing and future funding opportunities and steer the short, medium and long term implementation of the Strategy measures. The Group will encourage and facilitate its members to take a lead on responsibilities that fall within their remit but with a collaborative ethos whereby they can draw on the wider support of the Group.

Funding is currently a significant challenge and is likely to remain so into the future. Identifying, providing and securing funding will be a fundamental role of the Strategy Delivery Group. Collaborating to secure external funding and ascertaining possibilities of combining internal funding will be a key task in the delivery of Strategy measures.

Some measures do not rely on public sector funding and have the potential to deliver significant long term benefits, helping to save money by reducing the need for significant investment in the future. The substantial plans for growth in Boston offers extensive opportunities to secure third-party funding and collaboration in embedding sustainable travel patterns into new developments through both capital and revenue funded measures. This may only require relatively small budgetary contributions from the public purse but has the potential to contribute considerably towards the Strategy's vision and objectives.

## Programming the strategy

The Strategy provides a long term plan for transport to align with the 2036 horizon of the South East Lincolnshire Local Plan. Within this 20-year timescale the measures can be delivered in the short, medium and long term. Some measures will have discrete timescales while others remain ongoing through the entire Strategy period.

The Strategy Delivery Group will ensure that measures are delivered as soon as is feasible. The approach will also identify where measures can be co-ordinated for delivery together to enhance mutual benefits, such as revenue measures to complement a piece of capital infrastructure.

## DELIVERING THE STRATEGY:

# Monitoring the strategy

Continuously monitoring and reviewing the Strategy is vitally important to ensure progress is being made against the Strategy objectives and outcomes.

The Strategy Delivery Group will undertake high level monitoring of the Strategy will be responsible for regularly reviewing the progress of the individual measures.

A high level progress report will be produced after 5 years and a full review will take place after 10 years. Due to the 20-year timespan of the Strategy the full review will be important to assess if the measures are being effectively delivered. The reviews will also provide an opportunity to add to or amend measures as political, funding, or technological changes that cannot be foreseen in the present take place.

A series of specific and measurable outcomes that the Strategy will be measured against have been devised. These are as follows:

- A reduction in the amount of traffic entering the town centre core;
- A reduction in the use of the private car for accessing jobs, schools and the town centre, as a proportion of these journeys;
- A reduction in carbon emissions from transport;
- An increase in public transport patronage;
- An improvement in the reliability of bus services;
- An increase in the share of cycling and walking trips taken for journeys within Boston;
- An increase in the proportion of the population living within 400 metres of a bus stop providing a minimum frequency of one bus service per hour;
- An increase in the level of service provided by public transport between Boston and other Lincolnshire urban areas;
- A reduction in both the number and severity of road collision casualties;
- A reduction in the proportion of collisions involving cycle users and pedestrians; and
- An improvement in the perception of safety and security while travelling.







## Get in touch

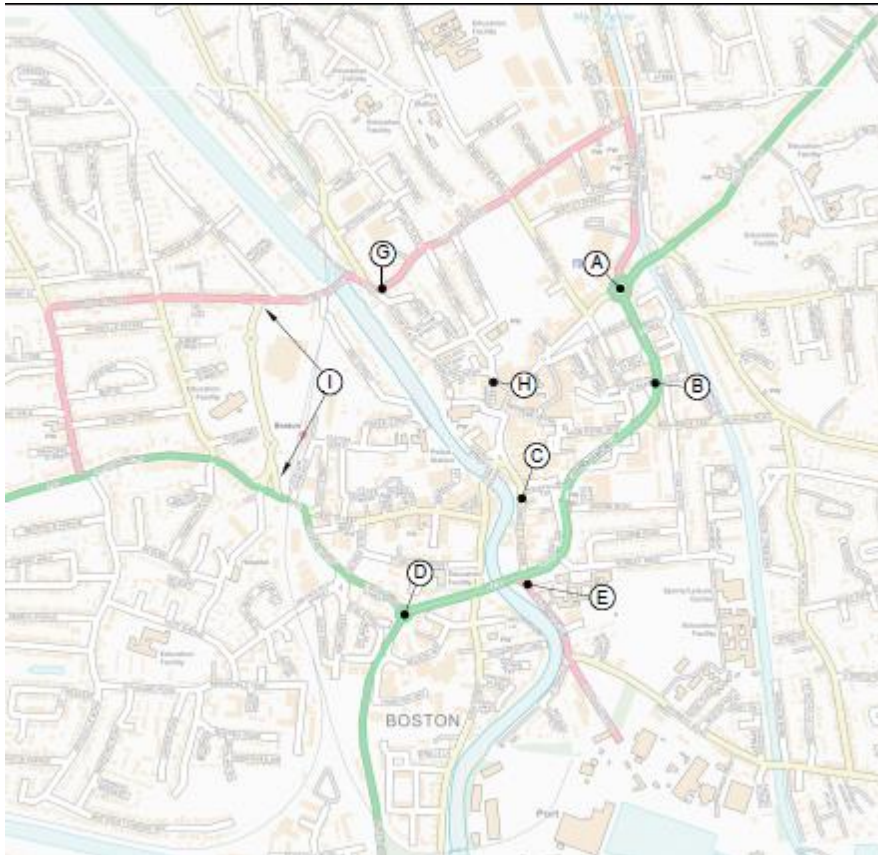
If you wish to make contact about the contents of this document please contact us as below:

**In writing:** Lincolnshire County Council,  
County Offices, Newland, Lincoln, LN1 1YL.

**E-mail:** [customer\\_services@lincolnshire.gov.uk](mailto:customer_services@lincolnshire.gov.uk)

**Tel:** 01522 782070

## **Boston Transport Strategy – Proposed Schemes**



	<b>Scheme Area</b>
<b>A</b>	A16 Bargate Roundabout
<b>B</b>	A16 John Adams Way - Botolph Street Junction
<b>C</b>	A16 John Adams Way-South Street
<b>D</b>	A16-A52 Liquorpond Street Roundabout
<b>E</b>	A16-A1138 South End Junction
<b>F</b>	A16-B1397 Roundabout (ATS) & Marsh Lane Roundabout
<b>G</b>	A1137 Norfolk Street-Witham Place
<b>H</b>	Bank Street
<b>I</b>	Lister Way

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**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Review of the Highways &amp; Transport Capital Programme 2018/19</b>

**Summary:**

This report describes the Council's capital programme financial performance in 2018/19, specifically in respect of Highways and Transport spend.

The Council's full capital programme will form part of the 'Review of Financial Performance 2018/19' which will be presented to Overview and Scrutiny Management Board on 27th June 2019 and Executive on the 9th July 2019.

**Actions Required:**

The Committee is asked to consider this report and members of the committee are invited to make comments to OSMB in support of the scrutiny of the whole financial performance of the Council when it considers this report on the 27th June 2019.

**1. Background**

1.1 The Overview and Scrutiny Management Board (OSMB) are due to consider a report on the Review of Financial Performance 2018/19 at its meeting on 27<sup>th</sup> June 2019. This is prior to the report being presented to Executive on 9<sup>th</sup> July 2019.

1.2 The Highways and Transport Scrutiny committee has requested to scrutinise an extract of this report which includes the capital programme falling specifically in the remit of this committee. The committee will also have the opportunity to review in year budget monitoring reports during 2019/20 for the Highways and Transport capital programme, ahead of OSMB scrutiny.

1.3 The capital programme is presented by commissioning strategies. The commissioning strategy 'Sustaining & Developing Prosperity through Infrastructure' includes the spend which is relevant to this committee.

1.4 Table A shows the actual spend, budget and variance for the gross expenditure, the income received and the net cost to the council of the capital programme for 2018/19.

## Sustaining & Developing Prosperity Through Infrastructure

TABLE A

Capital Performance Report 2018/2019									
Project	Gross Expenditure			Grants & Contributions			Net Expenditure		
	Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Highways Asset Protection	53,983	57,903	-3,921	-46,683	-46,469	-214	7,300	11,434	-4,135
Integrated Transport	1,734	2,012	-278	-3,573	-3,529	-45	-1,839	-1,516	-323
Lincoln Eastern Bypass	26,020	47,890	-21,870	-6,461	-6,461	0	19,559	41,429	-21,870
Lincoln East-West Link	300	298	2	0	0	0	300	298	2
Spalding Relief Road (Phase I)	6	0	6	0	0	0	6	0	6
Grantham Southern Relief Road	4,452	2,141	2,312	0	0	0	4,452	2,141	2,312
A16/A1073 Spalding to Eye Road Improvement	19	33	-14	0	0	0	19	33	-14
Other Sustaining and Developing Prosperity Through Infrastructure	60	181	-121	-8	0	-8	52	181	-129
Lincoln Growth Point	626	177	449	3	0	3	629	177	452
Lincolnshire Waterways	2	-142	144	0	0	0	2	-142	144
Historic Lincoln	396	468	-72	-450	-450	0	-55	17	-72
Street Lighting Transformation	252	610	-358	0	0	0	252	610	-358
Lincolnshire Enterprise Partnership Contribution	0	3,057	-3,057	0	0	0	0	3,057	-3,057
Network Resilience	28	540	-512	0	0	0	28	540	-512
NPIF - National Productivity Investment Fund	1,896	1,896	0	-338	-338	0	1,558	1,558	0
A46 Welton Roundabout (Integrated Transport/NPIF)	196	400	-204	-800	-800	0	-604	-400	-204
Holdingham Roundabout (Sleaford Growth Schemes)	52	105	-53	0	0	0	52	105	-53
Other Transport Initiatives	619	1,379	-761	-549	-549	0	70	831	-761
Lincoln Castle Revealed phase 2	1,067	1,067	0	-640	-640	0	427	427	0
A46 Roundabouts	69	400	-331	0	0	0	69	400	-331
Countryside Rights of Way	252	250	2	0	0	0	252	250	2
A1084 Safer Road Fund	0	0	0	-1,245	-1,245	0	-1,245	-1,245	0
A631 Middle Rasen to Bishops Bridge Safer Road Fund	0	0	0	-645	-645	0	-645	-645	0
Gainsborough Corringham Road (Dev with WLDC)	0	216	-216	0	0	0	0	216	-216
Sleaford Rugby Club (Sleaford Growth Scheme)	34	200	-166	0	0	0	34	200	-166
<b>Sustaining &amp; Developing Prosperity Through Infrastructure</b>	<b>92,064</b>	<b>121,082</b>	<b>-29,018</b>	<b>-61,390</b>	<b>-61,126</b>	<b>-263</b>	<b>30,674</b>	<b>59,956</b>	<b>-29,282</b>

1.5 The schemes highlighted in yellow are relevant to this committee and total a gross expenditure of £89.723m against a budget of £116.205m. The main variations are detailed below.

1.6. Highways Asset Protection. The gross budget for this activity (£57.903m) is larger than previous years due to additional funding received in year from the Department for Transport (DfT), recognising the damage caused to roads during the poor weather in 2018. Whilst the programme is showing an underspend in 2018/19, the budget is fully committed and schemes will continue to be completed into the spring period.

A breakdown of the funding received is show in table B below:

TABLE B

	£000's
DfT Highways Maintenance Block - needs element	24,955
DfT Highways Maintenance Block - incentive element	5,238
DfT Pothole funding	3,457
DfT Additional pothole funding	1,737
DfT Additional pothole funding 2018/19 onwards	13,747
Carry forward of underspend from 2017/18	5,467
Additional LCC budget	3,300
Clearance of LCC Reserve	2
	<b>57,903</b>

A breakdown of the spend of the Asset Protection programme is shown in Table C.

TABLE C

	£000's
Surface Dressing	15,242
Surface Treatments	11,791
Mobile Maintenance Teams	2,639
Minor Works	3,247
Pain Gain Management	4,287
General Roads Maintenance	708
Contract Prelims	2,809
Street Lighting	810
Signs and Lines	210
Traffic Signals	984
Safety Fencing	40
Priority Route Network (PRN) and non PRN works	9,082
Road Rail interface	49
Bridges	2,085
<b>TOTAL</b>	<b>53,983</b>

1.7 Integrated Transport. This is a grant from the DfT whilst this is showing an underspend in 2018/19, the funding has been committed to current schemes including:

- A46 Dunholme/Welton Roundabout
- A46 Nettleham and Riseholme Road Roundabout Improvements, Lincoln
- Holdingham Roundabout Improvements, Sleaford
- Rugby Club Junction, Sleaford
- Corringham Road Junction Signalisation, Gainsborough

1.8 Lincoln Eastern Bypass. This scheme is showing an underspend in the current year, this is mainly due to actively using external grant funding before using LCC budget and a delay of earthworks across the scheme together with piling work on the River Witham Bridge. These works are now progressing well. Following Council approval in February 2019, the total gross budget for this scheme is £124.228m. The scheme is currently forecast to be delivered within budget.

1.9 Grantham Southern Relief Road (GSSR). Following approval from Council in February 2019 the gross scheme budget for the GSSR is £101.630m. The overspend in the current year is because the council was expecting a higher value of grant from the Lincolnshire Local Enterprise Partnership (GLLEP) than what was received. The additional grants from the GLLEP will instead be received in financial year 2019/20, thus offsetting the overspend in this financial year.

1.10 Street Lighting Transformation. This underspend is to be utilised in LED replacements going forward.

1.11. Network Resilience. This underspend mainly relates to delayed payments in the programme of purchasing the winter gritter fleet away from a lease payment operation. These purchases are progressing with payment expected over the first few months of the new financial year.

1.12. A46 Welton Roundabout. LCC was successful against the DfT NPIF tranche 2 bid for a £2m grant. Planning approval was granted in February 2018 and work has been completed on detailed design. Land acquisition is progressing in parallel with the legal orders process. The legal orders were published in April 2019 and the objection closing period is mid-June 2019. It is expected that works will commence in 2020. The agreed budget for the project is £4.939m against a forecast total scheme expenditure of £5.322m. This projected overspend is due to complications regarding the publication of orders and additional costs due to land acquisition.

1.13 Holdingham Roundabout. NKDC and LCC secured £1.5m of funding from the GLLEP towards the planned improvements at Holdingham Roundabout, this is further supported through S106 contributions. The planned improvements include part signalisation and widening of tapers in to and out of the circulatory. The works are planned to commence in 2020. The agreed budget for the project is £4.050m against a forecast total scheme expenditure of £3.692m. This projected underspend will be balanced with the overspend on the Rugby Club Junction as these two projects are being promoted as one package of works.

1.14 Other Transport Initiatives. This spend area includes a £0.495m transfer from the revenue budget to provide further funds for the punctuality improvement programme and other transport initiatives going forward. Elements of the underspend have been created due to slippage in relation to replacement IT systems, vehicle adaptations and Electronic Ticketing Machines (ETM) project deliverables. Expenditure will now occur in 2019/2020.

1.15 A46 Nettleham and Riseholme Road Roundabout. LCC secured £2.5m of GLLEP funding towards the improvements at these two roundabouts. The improvements include constructing a larger circulatory, providing additional entry and exit lanes and lengthening the approach tapers. This project will reduce congestion in the morning and afternoon traffic peaks and help to accommodate for further growth in Lincoln. Both roundabouts are planned to commence in 2020. The agreed budget for the project is £4.600m against a forecast total scheme expenditure of £4.525m.

1.16 Gainsborough Corringham Road. This project entails improving the junction between Corringham Road and Thorndike Way in Gainsborough by incorporating traffic signals to control movements. This junction is one of the counties highest priorities with regards to reducing accidents and is also designed to accommodate planned growth in Gainsborough. This project is planned to commence in 2020. The agreed budget for the project is £1.500m against a forecast total scheme expenditure of £1.420m. The scheme is being undertaken in partnership with West Lindsey District Council (WLDC) with a receipt of £1.000m contribution during 2020/21.



1.17 Sleaford Rugby Club (Sleaford Growth Scheme).The improvements at the Rugby Club Junction will include signalisation and widening of lanes to reduced congestion and queue lengths. The project will also accommodate for future planned growth in the local plan. The project like Holdingham Roundabout is planned to commence in 2020. The agreed budget for the project is £1.335m against a forecast total scheme expenditure of £1.608m. This projected overspend will be balanced against the underspend on the Holdingham Roundabout project as these two projects are being promoted as one package of works.

## **2. Conclusion**

2.1 OSMB will be considering the Financial Performance of the capital programme at its meeting on the 27 June 2019. Following consideration of the contents of this report, the committee is asked to consider any comments it may want to feedback to OSMB in assurance of the performance of the Highways & Transport Capital schemes.

## **3. Consultation**

### **a) Have Risks and Impact Analysis been carried out?**

No

### **b) Risks and Impact Analysis**

N/A

## **4. Background Papers**

This report was written by Michelle Grady, who can be contacted on 01522 553235 or [Michelle.Grady@Lincolnshire.Gov.uk](mailto:Michelle.Grady@Lincolnshire.Gov.uk).

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**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Highways 2020</b>

**Summary:**

This report provides an update on progress with the Highways 2020 Project which will see the replacement of the existing three Lincolnshire Highway Alliance Contracts.

**Actions Required:**

Members are asked to comment on the report and its content.

1. The replacement of the current Highways Alliance contracts, which are due to reach full term on the 31st March 2020, remains on track. The current phase of the project is focused on finalising the evaluation of the tender submissions for the three Highways Alliance Lots – as indicated below

<b>Lot 1</b>	<b>Highway Works</b>
<b>Lot 2</b>	<b>Traffic Signals</b>
<b>Lot 3</b>	<b>Professional Services</b>

2. The Tenderers returned bids on the 25<sup>th</sup> March for all three Lots. . The overall project milestones remain on track to award in October 2019. Meeting this deadline will enable a suitable transition and mobilisation period.
3. In addition to the evaluation of the tenders received the project team is preparing for the next phase of the procurement process which requires a decision on whether the Council should enter into negotiations with the tenderers, or not.
4. As the authority has initiated all three Lots under the Competitive Procedure with Negotiation procurement route it has a decision to make on all three Lots of either award based on initial tenders or enter a negotiation phase.
5. Negotiation within the context of a public procurement activity is an exercise which requires significant resource and administration to complete compliantly.

Negotiations should therefore only be initiated where the benefits of negotiating outweigh the costs and risks associated with doing so.

6. A recommendation to not enter negotiations would be because the tenders received are generally good from a quality perspective and the costs submitted within the tenders are in line with the Councils expectations. Therefore opportunities to secure additional value through negotiation are limited.

### Next steps

7. The authority is reviewing the bid documentation to determine which Lots would benefit from entering into the Negotiation phase. During this phase, the Contractors and Consultants from their respective Lots would be invited to negotiate specific areas of the contract. The aim of this stage is to improve the bids by determining the best solution that delivers value for money for the residents of Lincolnshire.
8. If the authority chooses not to negotiate on one or all of the Lots the authority will continue to carry out due diligence on the submissions until the formal decision is made to award in line with the indicative timescales below.

### INDICATIVE TIMESCALES

Stage	Deadline
1. Issue Invitation to Negotiate - if negotiation not utilised, proceed to Stage 5.	31 <sup>st</sup> May 2019
2. Close negotiation, and issue Invitation to Submit Final Tender	28 <sup>th</sup> June 2019
3. Submission of Final Tender incl. Pricing	12 <sup>th</sup> July 2019
4. Final Tender Evaluation	12 <sup>th</sup> July 2019 – 23 <sup>rd</sup> August 2019
5. Highways and Transportation Scrutiny Committee	16 <sup>th</sup> September 2019
6. Executive	1 <sup>st</sup> October 2019
7. Contract Award	November 2019
8. Contract Start Date	1 <sup>st</sup> April 2020

### 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 782070 or [paul.rusted@lincolnshire.gov.uk](mailto:paul.rusted@lincolnshire.gov.uk)

**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Performance Report, Quarter 4 (Jan 2019–Mar 2019)</b>

**Summary:**

This report sets out the performance of the highways service including the Major Highway Schemes Update, Lincolnshire Highways Alliance Performance, and the Customer Satisfaction Information.

**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:

- Major Highway Schemes Update June 2019;
- Lincolnshire Highways Alliance Performance Report Year 9, Quarter 4;
- Customer Satisfaction Information Q4.

### Major Highway Schemes Update

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

- Lincoln Eastern Bypass
- Grantham Southern Relief Road
- Spalding Western Relief Road
- 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 Major Highway Schemes Update June 2019 found as Appendix A to this report.

## **Lincolnshire Highways Alliance Performance**

### Introduction

The Lincolnshire Highways Alliance is an Alliance between the Council, Dynniq, 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 until 31<sup>st</sup> March 2020, which means that the contracts are now at full term and work has commenced on the procurement of 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 9, Quarter 4 can be found in Appendix B. This covers the period of January to March 2019.

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

- Highways Works Term Contract Performance Indicators (Kier) – up from 91.2% to 93.2%
- Professional Services Contract Performance Indicators (WSP) – up from 84.5% to 87.3%
- Traffic Signals Term Contract Performance Indicators (Dynniq) – remains unchanged at 99%
- Client Performance Indicators (LCC) – Up from 62% to 67%
- Alliance Key Performance Indicators (LCC/Kier/WSP/Dynniq) – remains unchanged at 65%

There has been an increase in performance in some areas and good overall performance achieved in Quarter 4, suggesting that the Alliance Indicators are set to remain at a high level for the remainder of Year 9 although further work is required with the Client and Alliance performance levels.

### Traffic Signals Term Contract

Dynniq Performance scores continue to be good. A review of existing measures is ongoing, with a trial of new measures in Y10 which are closer to the KPIs proposed in the new 2020 contract.

#### Service Delivery:

The focus in this contract year is still to reduce the number of faults reported and also repeat faults. Current statistics demonstrate a reduction in reported faults on a monthly basis with a 98.24% of first time fault fixes. This is a 4% improvement on last quarter's results.

Dynniq Service Supervisor is now embedded one day a week into LCC's offices to promote closer co-operation and knowledge sharing.

Schemes delivered this quarter include;

- Sea Lane, Ingoldmells – pelican crossing refurbished to Puffin standard

- High Street, Ingoldmells – pelican crossing refurbished to Puffin standard
- High Street, Sutton on Sea – pelican crossing refurbished to Puffin standard
- Ropewalk / St Marks / University – major junction refurbishment

The annual Lincoln Tidal Flow maintenance was carried out successfully and in collaboration with six other contractors, who took the opportunity to undertake works during the overnight closure. Excellent co-operation and co-ordination between all parties ensured that Canwick Road was fully open as planned in the early hours of the 21<sup>st</sup> March.

Customer praise was received for works on the Ropewalk / St Marks scheme as the management of the St Marks retail park were impressed by the standard of works and the measures taken to minimise their impact. Both Kier and Dynniq mobilised additional resources to ensure the scheme was delivered within the proposed timescales, despite the inclement weather and difficult site conditions encountered.

Environmental:

100% of materials recovered from site are either reused or recycled. The reduction in Carbon emissions target is significantly below the 117.6 Tonnes target agreed.

#### Highway Works Term Contract

The main focus of work continues to be to improve the carriageway condition. In Quarter 4 of Year 9 we repaired 29,024 potholes, bringing the total for the 2018/19 financial year to 106,854. Positive results have been seen from the new pothole repair process, with less repeat visits to the same defect. This process involved repairs being saw cut, filled with hot material and sealed to provide a higher quality repair and is being carried out wherever practicable. In Quarter 4 of 2017/18, only 7144 potholes were filled but with extra funding, alternative arrangements and a milder winter, a 306% increase has been achieved in the same period for 2018/19.

The surface dressing programme was completed at the end of last summer, with around 378 miles of carriageway treated. This will extend the life of existing roads and prevent potholes from forming. In 2019, a further programme of surface dressing is planned, to treat another 349 miles of road. In addition, 86 miles of footway will be slurry sealed, improving the condition of the surface and preventing degradation.

21 different sites were completely resurfaced in 2018/19, along with 108 patching schemes across the County. In addition, there was a further programme of in-situ recycling spread over 19 sites, which equates to around 13 miles of carriageway. This "retread" process is carried out on mainly rural, unclassified roads and is helping to maintain the condition of the unclassified network in a steady state, as well as providing environmental benefits over traditional techniques.

Some of the extra funding which was made available has been used for a selection of 41 reconstruction schemes on residential roads. These sites are where the public urban network and has been targeted at some of the roads with the highest number of pothole complaints.

A programme of lining renewal commenced in September, providing a long-overdue refresh of 180 miles of the County's main roads, with a further 160 miles to be completed in 2019/20.

### Professional Services Contract

The Professional Services Partnership performance remains at a good level, with Q4's result of 87.3 up from 84.5 in the previous quarter. Client Satisfaction remains high, with results averaging at 9.57 out of 10 for both service and product.

A recent focus of the annual improvement plan has been to improve works delivery to time, with good progress being made. Q4's results have improved with only 3.22% (1/31) of schemes completing >10% after predicted end date within the quarter.

A new measure for 2018/19 relates to the timely completion of Compensation Events, with Q4 delivering reasonable performance with 32 CEs for this in this quarter (double the number for Q2), where 20 were actioned within 2 weeks. The teams are to be reminded of these new measures with a view to further improving this score.

The partnership, between LCC and WSP, continues to work closely with other highway departments to improve process efficiency and customer service.

### Customer Satisfaction Information

Compliments relating to highways and transport decreased by around 38% from the previous quarter and are 15% less than during Q4 2017/18. There are a range of reasons for these compliments but compliments were received from the public, Cllrs and Parish Cllrs in relation to road repairs, resurfacing and pothole repairs often related directly to individual members of the highways team.

Customer Complaints relating to highways and transport have seen an increase from the last quarter by around 43%, though when compared to Q4 of 2017/18 there is a 17% decrease. However, this increase is offset by a decrease in the complaint escalations from our area with 14% complaints escalated compared with 17% in Q4 of 2017/18. The complaints are of a varied nature and it is difficult to see a trend although it is noted that timeframes to fit potholes does reoccur.

The full Customer Satisfaction Information Quarter 4 January to March 2019 can be found as Appendix C.

## **2. Conclusion**

The Lincolnshire highway service continues to perform at a high level and action is being taken to improve the perception of our highway service to ensure that it fully reflects this high performance.



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	Major Highway Scheme Update Report June 2019
Appendix B	Lincolnshire Highways Alliance Performance Report Year 9 Quarter 4 Jan to Mar 19
Appendix C	Customer Satisfaction Information Quarter 4 Jan to Mar 2019

**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 782070 or [paul.rusted@lincolnshire.gov.uk](mailto:paul.rusted@lincolnshire.gov.uk)

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## **Appendix A**

### **Major Highways Scheme Update – June 2019**

#### **Lincoln Eastern Bypass**

This is the county council's largest Highway scheme with a budget of £124m, which includes a DfT grant of £49.95m.

Following the liquidation of Carillion, Galliford Try were awarded the construction works package

The main works on site are currently focussed on continuing the bulk earthworks excavation and removing the material toward Greetwell Road and filling the adjacent quarry. This has been enabled by the newly completed Lincoln to Spalding Rail Line Underbridge, the completed Lincoln to Market Rasen Rail Line Overbridge and the completed temporary bridge over the River Witham.

On the 15<sup>th</sup> January 2019 Galliford Try's earthworks sub-contractor, Hawk announced that they were going into liquidation. Galliford Try were delivering the earthworks elements themselves but have now appointed a new sub-contractor who will be completing this. This event has had negligible effect on the costs and programme of the project.

Heighington Road continues to be closed and shall remain so until the end of 2019 to allow a 16m deep excavation for the LEB and then constructing the 33m long overbridge to maintain the Heighington Road route.

The land adjacent to Hawthorn Road has been excavated to allow the foundations for the Hawthorn Road footbridge to commence.

#### **Grantham Southern Relief Road**

This scheme is a 3.5km road with a five span viaduct carrying the road over the East Coast Mainline railway and has a budget of c£100m and consists of three phases. The works will be funded from SLGF grant from the LEP, HCA grant and developer contributions with LCC forward funding this.

Phase 1 from the B1174 running towards the A1 is already complete.

Phase 2 consists of tunnelling underneath the A1 while keeping the running lanes live to create a new grade separated junction with the A1 south west of Grantham. The phase received technical approval from Highways England in December 2017 and following the Public Inquiry process is programme to start late May 2019.

Phase 3 will be the final phase of the project and is the largest and most complex to deliver. It consists of a five span viaduct carrying the road over the East Coast Mainline railway and the River Witham. The viaduct will be in excess of 10m above the River Witham. The phase is programmed to commence spring 2020.

A Public Inquiry was held in January 2019 and the inspectors report was submitted to central government later that month. The orders were confirmed by the SoS in March 2019 which allows the required land to be acquired.

LCC have now qualified for the next stage of a bid to HCA for a forward funding Housing Infrastructure Grant.

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

Section 1 (Southern Connection) – LCC and the developer have reached an 'in principle' financial agreement for funding Section 1. This agreement is in the process of being legally drawn up. Detailed design is planned to start late 2019.

Sections 2, 3 and 4 – These sections of the SWRR are having options developed as part of the SWRR delivery strategy. An engagement process is ongoing on the route and alignment of sections 2 to 4 in Spalding.

Section 5 (Northern Connection) – In February 2018 SHDC in collaboration with LCC were successful in securing £12m from the HCA for delivering this section of the SWRR. A meeting with Homes England on 6<sup>th</sup> April 2018 highlighted the positive partnership working on the development of the scheme. Further costs and programme details have been provided via an additional paper and supplementary evidence to Homes England on 30<sup>th</sup> April 2018. Homes England have suggested that the funding will be made available in April/May 2019. Detailed design has commenced and subject to a successful planning application, construction may begin late 2019.

Planning applications for both Section's 1 and 5 (South and North) were submitted to LCC's planning authority at the end of February and will be considered at the planning and regs committee in June.

### **North Hykeham Relief Road, Lincoln**

A number of community engagement events were held in June 2018 for updating key stakeholders on progress and ensuring compliance with the DfT funding bid process. A paper was submitted to Highways and Transport Scrutiny Committee and full Executive Committee, where all the recommendations were approved, which included a bid basis of requesting 70% funding from the DfT and basing the road as a dual carriageway standard. This road will be a key link in the Lincolnshire Coastal Highway from the A1 through to Skegness as well as completing the circulatory around Lincoln.

The Outline Business Case for the project was completed and the bid document was submitted to Midlands Connect in February. This bid will be prioritised by Midlands Connect before submitting to the DfT in July 2019. There is an expectation that the result will be known by the end of the 2019.

## **Lincolnshire Coastal Highway**

Lincolnshire County Council is investigating potential improvements to the A158 across the county from the A1 to the North Sea coast around the Skegness locality, known as the 'Lincolnshire Coastal Highway'. This will look at the options for intervention along the route. In identifying improvements to the Highway, consideration will need to be given to being future-ready, building in capacity to support growth, investigating options across a range of modes and building in resilience and lower longer term costs for management of infrastructure.

The Council has developed a number of potential projects and initiatives along the route and has also held four engagement events at Skegness, Horncastle, Wragby and Lincoln to gather perceptions, existing challenges and potential solutions from key stakeholders.

The sifting of the longlist of projects against assessment was completed and a shortlist of options was developed. A paper went to Informal Executive on 19<sup>th</sup> June 2018 outlining the proposed shortlisted projects including existing projects like the North Hykeham Relief Road, A46/A15 Nettleham Road Roundabout and A46/A158 Riseholme Road Roundabout. The Executive proposed three additional projects which are also being taken forward, these being: Horncastle Bypass, Skegness Relief Road and Wragby Pedestrian Crossing as well as various safety improvements. The draft Horncastle bypass concept paper has been completed which is being developed further to include an economic appraisal, once complete will be presented to LCC's informal executive meeting. Skegness Relief Road concept paper will be developed in last summer 2019.

## **National Productivity Investment Fund**

LCC was successful against the NPIF tranche 2 bid for A46 Dunholme/Welton roundabout improvement which has an estimated cost £5.6m. The DfT awarded LCC a £2m grant. Planning approval was granted in February 2018 and work has been completed on detailed design. Land acquisition is progressing in parallel with the legal orders process. The legal orders were published in April 2019 and the objection closing period is mid-June 2019. It is expected that works will commence in 2020.

## **Single Local Growth Fund 3**

The A46/A15 Nettleham and A46/A158 Riseholme Road Roundabout projects on Lincoln's Western Bypass attracted SLGF to a value of £2.5m. The improvements include constructing a larger circulatory, providing additional entry and exit lanes and lengthening the approach tapers. This project will reduce congestion at these pinch points in the morning and afternoon traffic peaks, improve journey time reliability and help to accommodate for further growth in Lincoln. Detailed design is progressing with a focus on acquiring the required land through agreement. Both roundabouts are planned to commence in 2020.

## **Network Rail Brayford Wharf East Footbridge, Lincoln**

This is a Network Rail owned and managed project which consists of constructing a new iconic footbridge over the rail line on Brayford Wharf East. Following an appeal process planning permission was granted to Network Rail in January 2018. Morgan

Sindall were awarded the tender to design and build the footbridge which commenced on site in October 2018. The bridge was installed in April 2019 and the footbridge opened for use in May 2019.

### **Holdingham Roundabout and Rugby Club Junction, Sleaford**

NKDC and LCC have secured £1.5m of funding for the GLLEP towards the development of Holdingham Roundabout and the A17/A153 junction (known as the Rugby Club Junction). In addition, a £2.5m S106 contribution has been agreed for investing into these projects. Holdingham Roundabout currently suffers congestion that is predicted to become worse with significant levels of future development in the town. An options study was completed and partial signalisation was agreed as the most economical option when balancing the required improvements and cost. Detailed design work has commenced with a planned construction in 2020.

The improvements at the Rugby Club Junction are also expected to commence in 2020 with a co-ordinated approach to both the design and construction to limit the disruption to the highway network.

### **Lincoln Transport Strategy**

Work has commenced on the development of a new Lincoln Transport Strategy to support the economic and spatial development of the Lincoln urban area. The current Lincoln Integrated Transport Strategy (LITS) was developed by LCC in 2006 and updated in 2008 with a progress review conducted in 2013. Since the adoption of LITS, LCC has made significant progress in securing funding for and completing a number of major transport schemes, improving public transport and enhancing access for pedestrians and cyclists. Of particular note over recent years has been the completion of the A46 Teal Park Dualling, the East-West Link in the city centres and a number of pinch-point schemes. In delivering this project an objective led and robust process will be followed for identifying potential options that could be taken forward for any future funding bids.

The strategy is being completed in partnership with key stakeholders, CoLC, NKDC and WLDC. The initial engagement exercise was completed in November 2018 with the wider stakeholder and public engagement being completed in March 2019. The strategy is programmed to be completed late summer 2019.

### **Boston Distributor Road Scoping Bid**

A project scoping report was produced by LCC and submitted to Matt Warman MP for lobbying to central government for funding to progress a Boston Distributor Road Outline Business Case. No funding was received to accommodate the production of an OBC.

**Lincolnshire Highways Alliance  
Performance Report  
Year 9 Qtr 4 January to March 2019**

***May 2019***

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

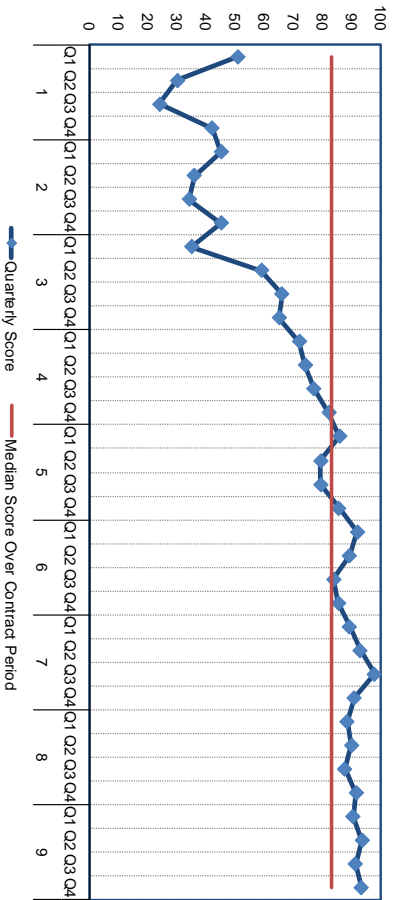
### Performance Summary

Item	Target	Current Quarter	Quarter Score	Last Quarter	Year Average	Rolling 2 Year Trend	Comments for Quarter
HWTC P11 Street lighting Standard	98.9%	96.16%	9.7 ↑	9.2	9.4		The score has increased slightly from 9.4 to a score of 9.7.
HWTC P12 Response times for emergency works	99.5%	98.96%	8 ↔	8	7.5		Out of the 1067 emergency jobs over the quarter, 1056 achieved the required response rate.
HWTC P13 Tasks completed within timescale	97%	98.57%	10 ↔	10	10.0		69 out of 70 jobs were completed on time
HWTC P15 Acceptable site safety assessments	95%	100.00%	10 ↔	10	10.0		58 assessments over the pass year have passed out of 58 assessments. All assessments this quarter passed.
HWTC P17 Defect corrections requiring TMA	98%	99.97%	10 ↔	10	10.0		There were 3536 jobs this quarter, of which 1 was a defect requiring traffic management.
HWTC P18 % waste reused/recycled	90%	94.1%	10 ↔	10	10.0		94.1% of waste was reused/recycled.
HWTC P19 Compliance with tendered Quality Statements	100%	79.16%	8 ↔	8	8.0		12 Quality statements 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%	100.00%	10 ↑	7	8.5		This quarter there was 15 tests of which 15 passed.
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%	94.64%	8 ↓	10	9.5		Out of the 56 orders 53 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	1	-0.5 ↓	-1.0	-0.9		There was 1 service strikes this quarter. Each service strike equates to -½ point being removed from the total.

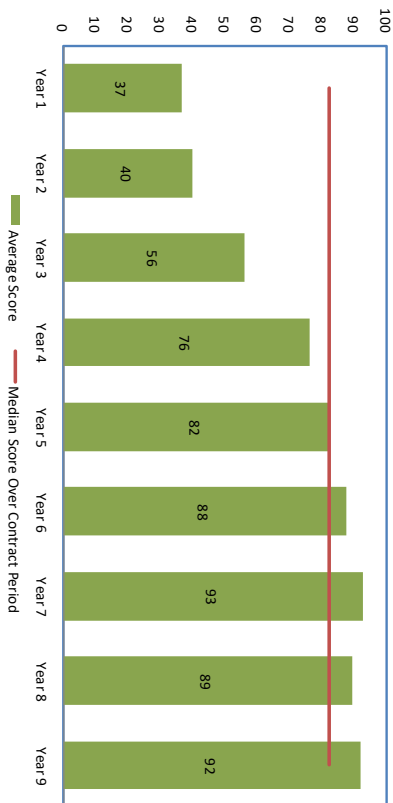
<b>Total</b>	<b>93.2</b> ↑	<b>91.2</b>	<b>92.1</b>
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Overall Summary  
The score this quarter has increased from 91.2 last quarter. This is due to a slight increase in quality assessment of workmanship passes.

Highways Works Performance Scores Over The Contract Period  
(Median score = 83)



Yearly Average Highways Works Performance Scores



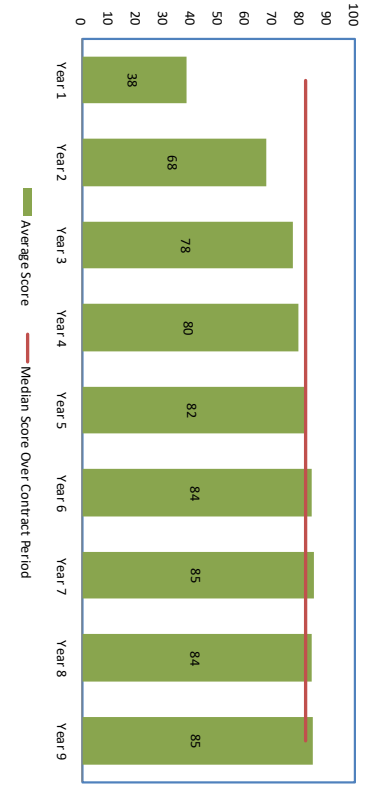
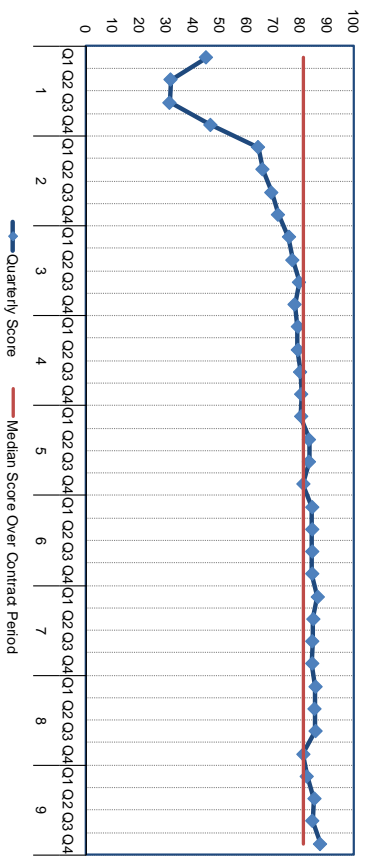


## Professional Services Contract Performance Summary

PSP	Metric	Target	Current Quarter	Quarter Score	Last Quarter	Year Average	Rolling 2 Year Trend	Comments for Quarter
PSP P11	Client Satisfaction of Product	8.5	9.53	15.0 ↔	15.0	14.5		PSP 1 and 2: Satisfaction: remains at a high level, with actual results averaging at 9.57 out of 10 for both service and product. The return rate for P11 was at 41% P12 was at 88%
PSP P12	Client Satisfaction of Service	8.3	9.62	14.7 ↓	15.0	14.5		PSP 3: Quality statements: In addition to various service wide commitments, this year's promises incorporate a number in support of implementing key aspects of the TSP Improvement Plan. The result this quarter is at 98% reflecting ongoing commitment with resourcing major schemes, and making positive progress on the improvement plan.
PSP P13	Compliance with tendered Quality Statements	95%	98.0%	9.8 ↔	9.8	9.8		
PSP P14	Predictability of Design Costs	Design Costs to be within 10% accuracy	17.09%	11.3 ↓	11.7	11.3		PSP 4 & 6: Design delivery to cost and time: Scores for delivery to cost are slightly down and delivery to time are positively up on Q3 (double the number of schemes in Q3) – with the performance of certain individuals being reviewed. Overall 17.09% (20/117) of schemes actual costs were >10% budget, with 4.27% (5/117) of schemes predicting to finish >10% late. There continues to be a clear focus of the TSP improvement plan in this area.
PSP P15	Predictability of Works Costs	Works Costs to be within 10% accuracy	4.27%	n/a		0.0		PSP 7: Works delivery to time: As with design, delivery to time is good, and up on Q3 with only 3.22% (1/31) of schemes completing >10% after predicted end date.
PSP P16	Predictability of Time for Design	Time for Design to be within 10% accuracy	3.22%	12.8 ↓	11.7	12.2		PSP8: Compensation Events: A reasonable performance with 32 CEs for this in this quarter (double the number for Q2), where 20 were actioned within 2 weeks. The teams are to be reminded of these new measures with a view to further improving this.
PSP P17	Predictability of Time for Construction	Time for Works to be within 10% accuracy	3.22%	12.7 ↓	11.3	12.4		PSP9: Provision of Kier Programme: This is a time bound measure, triggered between 30/11/2018 and 31/03/2019 – TSP Structures and Street Lighting Initial Programmes were provided by 30/11/18.
PSP P18	% Compensation Events accepted/rejected within 2 weeks	90%	62.50%	6.0 ↑	5.0	21.0		
PSP P19	Date Forward Programme issued	Nov-18	Nov-18	5.0 ↔	5.0	20.0		

<b>Total</b>	<b>87.3</b> ↑	84.5	84.9
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**Overall Summary**  
 Performance remains at a good level albeit with the Q4 slightly up on recent quarters performance. The underlying trend therefore is increasing following two quarters of balanced performance, and comparable with Q4 of 2017/18 (87.7 [2018] vs 87.3 [2019]).

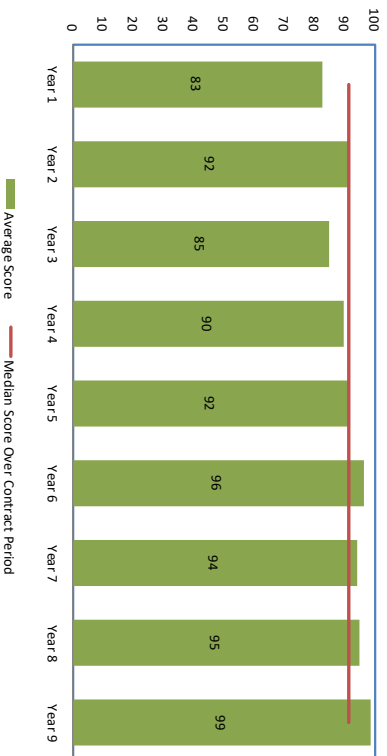
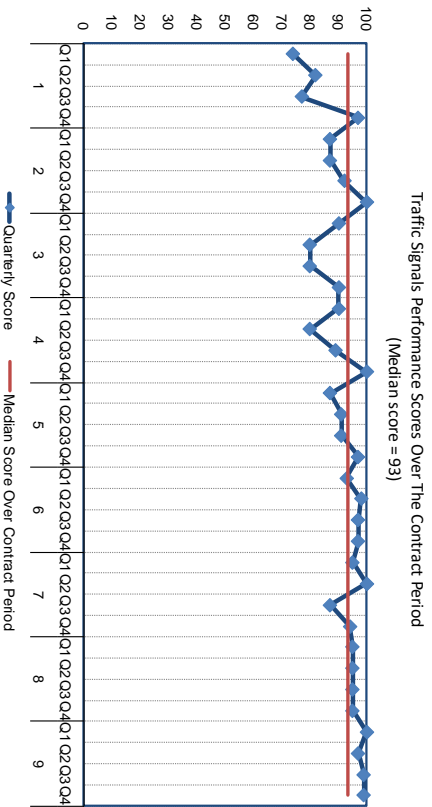


## Traffic Signals Term Contract Performance Summary

TSTC P1-P12	Target	Current Quarter	Quarter Score	Last Quarter	Rolling		Comments for Quarter
					Year Average	2 Year Trend	
TSTC P1	100%	10%	5 ↔	5	5.0		All 10 quality promises are being met scoring 5 points for 100%.
TSTC P13	95%	100%	10 ↔	10	10.0		No joint inspections took place this quarter, so the measure has been deemed to be 100% compliant.
TSTC P14	99%	100%	10 ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales. 3/3 inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q4.
TSTC P15	99%	100%	10 ↔	10	10.0		510 faults out of 510 faults received during Q4 have been cleared within the contract timescales.
TSTC P16	99%	100%	10 ↔	10	10.0		148 / 148 task orders that have been received during Q4 have been completed within the contract timescales.
TSTC P17	99%	100%	10 ↔	10	10.0		0 remedial have been reported for the task orders this quarter.
TSTC P18	99%	98.23%	9 ↔	9	8.8		501 out of 510 Standard faults & Emergency faults were resolved first time.
TSTC P19	99%	100%	10 ↔	10	10.0		All task orders have been completed complying with TMA.
TSTC P110	100%	100%	10 ↔	10	10.0		51 inspections were carried out during Quarter 4. All site were inspected this year.
TSTC P111	<117 Tonnes CO2	27.39 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	Reportable accidents under RIDDOR	0	0 ↔	0	0.0		94.62% Recycled materials & 5.38% recovered materials.
TSTC P12	Reportable accidents under RIDDOR	0	0 ↔	0	0.0		Zero reportable incidents.

<b>Total</b>	<b>99.0</b>	<b>↔</b>	99.0	98.8
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**Overall Summary**  
The overall score has maintained from quarter at 99 points. Performance in this area is always very high.



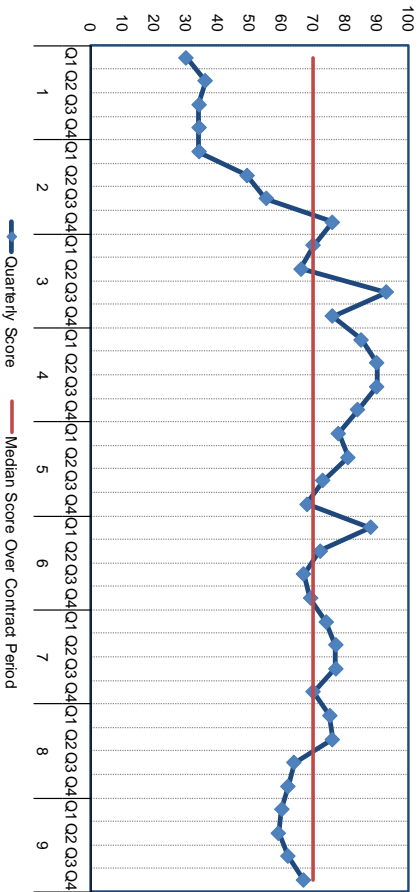
### Client Performance Summary

Client	Pain/Gain Results by Area	Target	Current Quarter	Quarter Score	Last Quarter	Year Average	Rolling 2 Year Trend	Comments for Quarter
Client P11	In Gain	By Sept 18	<b>Removed</b>	<b>n/a</b>	n/a	0.0		This measure has been replaced by Client P17
Client P12	Date Forward Programme issued	On time	<b>Nov-18</b>	<b>3</b>	3	1.5		The Scheme Proposals for 2019-20 were submitted late. They were due end of September - but were not fully sent until mid November 2018. As such this measure scores 3 points.
Client P13	% variation from current programme spend profile	On time	<b>On Time</b>	<b>20</b>	20	20.0		All budget and forecast data has been submitted on time.
Client P14	% of JVs giving all info 8 weeks prior to start	100%	<b>99.82%</b>	<b>19</b>	19	19.0		Performance has improved with a increase in 'right first time' client task orders this quarter, with the number of rejected orders decreasing from 0.25% last Quarter to 0.18% this Quarter. In real terms this means that 9 jobs were rejected out of 5088 total jobs. This has though had no impact on the score.
Client P15	Valuation of compensation events versus targets	<2% variation	<b>7.46%</b>	<b>14</b>	20	18.5		So far £15,736,337 has been raised on Confirm with £1,173,524 compensation events against that target.
Client P16	% of CEs committed within timescale	98%	<b>91.86%</b>	<b>5</b>	0	1.5		Out of 627 Compensation Events recorded 576 were responded to in the two week time frame. This has increased but will still need to be monitored and data will be issued on Dashboards to inform all parties of this performance.
Client P17	Client Response Times	100%	<b>93.16%</b>	<b>6</b>	0	1.5		Out of 10862 incoming enquiries only 10120 were actioned within appropriate time scales. This has improved from last quarter but will still be monitored to see if an improvement plan needs to be initiated.

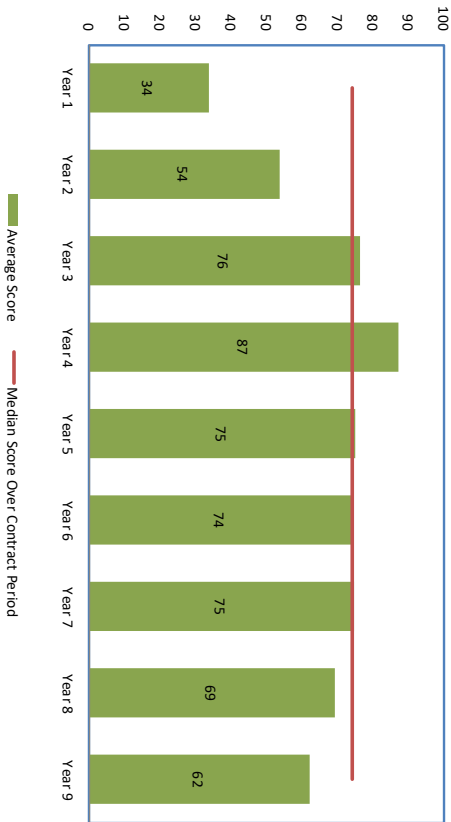
<b>Total</b>	<b>67</b>	<b>62</b>	<b>62.0</b>
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**Overall Summary**  
The Client score has increased this quarter. This is due to the forward programme measure scoring points.

Client Performance Scores Over The Contract Period  
(Median score = 70)



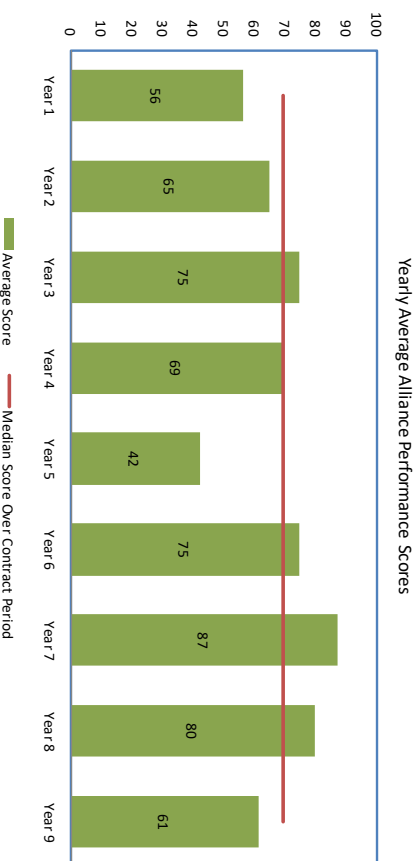
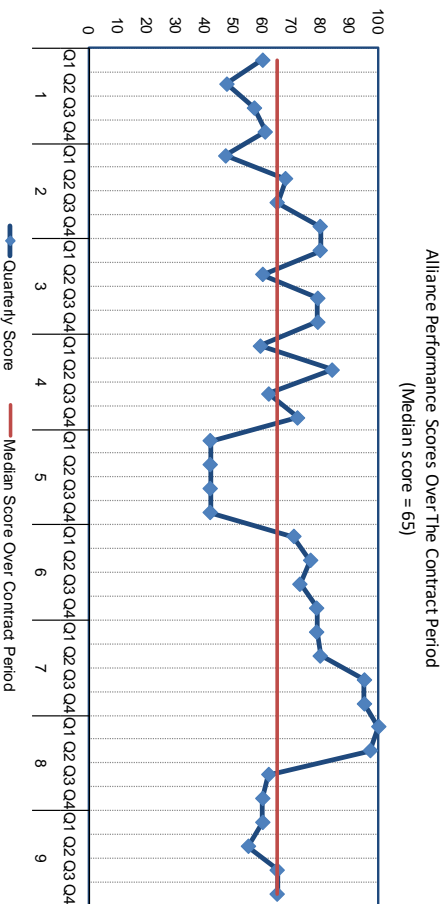
Yearly Average Client Performance Scores



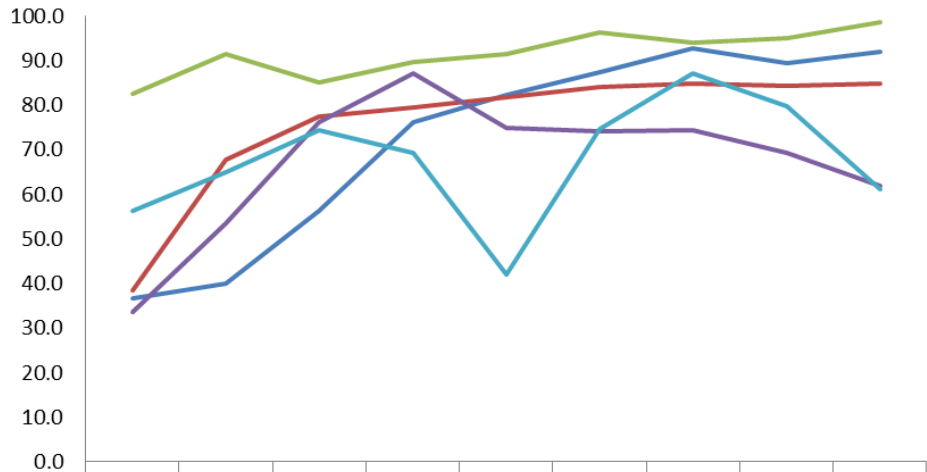
Alliance Performance Summary	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
					Average	2 Year Trend	
Alliance KPI1	Net/Positive Press Coverage	95%	<b>98.98%</b>	25	25.0		This Quarter there was 196 positive and neutral stories out of 198.
Alliance KPI2	Public Satisfaction Survey	>0% improvement	<b>-4.00%</b>	0	2.5		This is annual data, and the figure for 2018 was an decrease of 4% in satisfaction. This result changes once per year in October.
Alliance KPI3	Tasks delivered against the agreed Client programme	95%	<b>73.59%</b>	10	8.8		There has been an increase in the amount of jobs hitting their programmed targets. This has had no impact on the indicator score which has maintained at a score of 10.
Alliance KPI4	Relationship scoring	>6.5 points	<b>8.05</b>	20	20.0		This Quarter the relationship score was 8.05 which means the indicator has increased by 0.09 of a point. This did not impact on the overall score.
Alliance KPI6	Creation of an agreed programme	by 30th Nov	<b>10</b>	10	5.0		The programme was not finalised by 30th November. The process was still ongoing at the end of the Q3 and was completed in Jan 2019.

<b>Total</b>	<b>65</b>	<b>↔</b>	<b>65</b>	<b>61.3</b>
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**Overall Summary**  
The score this quarter has increased from 55 points to 65. Whilst the Public Satisfaction Survey score has dropped, there has been improvements in task being delivered against the Programme and also in having an Agreed Programme in place.



### Comparative Yearly Average Performance Over Contract Life



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Highways Works Term Contract	36.8	40.0	56.3	76.3	82.4	87.5	92.7	89.3	92.1
Professional Services	38.4	67.7	77.5	79.5	81.9	84.2	85.0	84.4	84.9
Traffic Signals	82.5	91.5	85.0	89.8	91.5	96.2	94.0	95.0	98.7
Client	33.5	53.5	76.3	87.3	75.0	74.1	74.5	69.3	62.0
Alliance	56.4	65.0	74.5	69.3	42.0	74.7	87.2	79.8	61.3

### Conclusion

The Highway Works Term Contract score 93.2 has increased from last quarters score of 91.2. This is the third highest score since the start of the contract.

The Professional Service Contract score has decreased slightly to 87.3 from 84.5. This is a good score and maintains at a high level.

The Traffic Signals Contract scored 99 this quarter which remains unchanged from last quarter. This area is consistently at a high level.

The Client score has increased to 67 points this quarter from 62. Compensation Events being committed within timescales, having an agreed forward programme and enquiry response times are areas that requires improvement if the Client score is to improve significantly.

The Alliance Indicator score has remained at 65 points this quarter. Not having an agreed programme in place for next year was a factor, but also public satisfaction on the NHT survey has dropped from last year. Improvement in these areas will be required to improve on the score.

James Malpass  
May 2019

## Improvement Actions

Indicator No	Description	Action	Owner	Target Date
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 2019 Q1 Year 10
Client PI 2	Date forward programme issued	The processes involved to issue a programe has change this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learn to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10
Client PI 7	Client Response Times	This is a new measure that will need to be monitored to ensure improvement in future	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10
Alliance KPI 2	Public Satisfaction Survey	Liaise with the Comms Team to see if a PR Campaign can improve public perception of the Alliance.	Target Cost and Performance Manager, Alliance Works Contract Manager	June 2019 Q1 Year 10
Alliance KPI 6	Creation of an agreed programme	The processes involved to issue a programe has change this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learn to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10

## **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](http://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.

Points Scale	99.5 to 100% = 10
	98.5 to 99.5% = 8
	97.5 to 98.5% = 6
	96 to 97.5% = 4
	95 to 96% = 2
	<95% = 0

### **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 measure will be removed

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.

### PSP PI 8 - % 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.

10% variation is allowable (90% accuracy) – there after points are lost.

>90%=10;

80-89%=8

70-79%=7;

60-69%=6

50-59%=5;

40-49%=4

30-39%=3;

20-29%=2

10-19%=1;

<10%=0

### PSP PI 9 - Programme issued to Contractor

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

PSP are required to issue the Forward Programme to the Contractor by the end of November (annually).

Points are lost for being beyond this date.

## **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 99% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 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 99% of orders to be completed in agreed timescales and points are lost for being under this benchmark.

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 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 99% of orders to not require remedial works. Points are lost for being under this benchmark.

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 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 99% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 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 99% of tasks to be be compliant with the Traffic . Points are lost for being under this benchmark.

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 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 – This is to be removed**

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 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 also gives the contractor the opportunity to plan and control his resources

An agreed Annual Plan allows for a co-ordinated programme of works across the alliance and efficient scheduling of works.

An Annual Plan should be submitted to the Service Manager for acceptance by 30th November each year for the follow year.

In order for this date to be achieved the Client is required to deliver a list of scheme proposals by 30th September each year.

By 30th Sept = 10  
By 31st Oct = 7  
By 30th Nov = 3  
Later than Nov = 0

### **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 monitor the time taken by the Client to initially respond to incoming enquiries/fault received from members of the public.

Enquiries should not exceed prescribed amount of working days to move from initial status to the creation of a job, or a response to the public.

All members of the Client team will be expected to help works towards this target, and actively deal with enquires as they are received.

All enquires/faults are classed as either emergency or non-emergency when they are received. Emergency requests require a response within 24 hrs. Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response.

100% = 10

>98% = 9

>96% = 8

>94% = 7

>92% = 6  
>90% = 5  
>88% = 4  
>86% = 3  
>84% = 2  
>82% = 1  
<80% = 0

### Client PI 7 – Client Response Times

This indicator is designed to monitor the time taken by the Client to initially respond to incoming enquiries/fault received from members of the public.

Enquiries should not exceed prescribed amount of working days to move from initial status to the creation of a job, or a response to the public.

All members of the Client team will be expected to help works towards this target, and actively deal with enquires as they are received.

All enquires/faults are classed as either emergency or non-emergency when they are received.

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response.

100% = 10  
>98% = 9  
>96% = 8  
>94% = 7  
>92% = 6  
>90% = 5  
>88% = 4  
>86% = 3  
>84% = 2  
>82% = 1  
<80% = 0

## **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 31<sup>st</sup> 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	30 <sup>th</sup> November = 15
	31 <sup>st</sup> December = 12
	31 <sup>st</sup> January = 10
	28 <sup>th</sup> February = 5
	Later than February = 0

**Customer Satisfaction Information**  
**Highways and Transport Scrutiny Committee Q4**  
**Date range for report 1<sup>st</sup> January 2019 – 31<sup>st</sup> March 2019**

**LCC overview of compliments**

The overall compliments received for Highways and Transport show a decrease of approximately 38% with 11 compliments being received this Quarter compared to 18 last quarter. This is also a decrease of 15% on Q4 last year which saw 13 compliments.

<b>Total number of compliments relating to <u>Highways and Transport Scrutiny Committee</u></b>	<b>Current Q4</b>	<b>Q3</b>	<b>Q2</b>	<b>Q1</b>	<b>Q4</b>
	11	18	19	13	13

**Highways and Transport Compliments**

Highways and Transport have received 11 compliments this Quarter. These were:

3x for road resurfacing and the job that was done well and promptly

1x in regards to the repair of reported broken streetlights

1x on the repair of a footbridge and how quickly this was done

1x from the Head Teacher of St. Christopher's School, Lincoln, in regards to training that was given for Transport

1x due to a new footpath being provided in an area that required it

1x thanking the team for arranging the repair of a damaged driveway and the speed with which this was undertaken

1x regarding the removal of fallen trees

1x from a resident thanking team for the provision of grit bins

1x thanking staff for the prompt action taken in regards to the street works permitting

**LCC Overview of complaints**

The total number of LCC complaints received this Quarter (Q4) shows an decrease of approximately 6% on the previous quarter (Q3) with 151 complaints received this Quarter compared to 161 last Quarter. When comparing this Quarter with Q4 of 2017/18, there is a decrease of approximately 22% where 193 complaints were received

	Current Q4	Q3	Q2	Q1	Q4
<b>Total number of complaints received across all LCC service area.</b>	151	161	153	186	193
<b>Total number of complaints relating to <u>Highways and Transport Scrutiny Committee</u></b>	43	30	40	63	52
<b>Total Service Area Complaints broken down</b>					
<b>Highways</b>	40	28	33	59	49
<b>Transport</b>	3	2	7	4	3
<b>Number of complaint escalations relating to <u>Highways and Transport Scrutiny Committee</u></b>	6	12	11	19	9
<b>How many LCC Corporate complaints have not been resolved within service standard</b>	0	1	2	3	9
<b>Number of complaints referred to ombudsman</b>	9	12	17	15	16

### **Highways Complaints**

This Quarter Highways and Transport has received 43 complaints which is an increase of approximately 43% on last Quarter where 30 complaints were received. When comparing this Quarter with Q4 2017/18, there is a decrease of approximately 17% where 52 complaints were received.

The outcomes of the 30 Complaints were:

- 6 complaints was substantiated
- 13 were partly substantiated
- 24 were unsubstantiated

4 of the 6 substantiated complaints were in regards to advice given to customers around the timeframes that potholes were going to be fixed and these timeframes not being met. 3 of the complainants advised that they had not been told that there was going to be a delay in the potholes being fixed despite being told that they would be informed if this occurred.

1 of these substantiated complaints concerned damage to a pavement done when a road was being mended.

The final substantiated complaint related to equipment which was left behind by workers once a road had been fixed.



### **Transport Complaints**

This Quarter Transport has received 3 complaints which is 1 more than the previous quarter where 2 complaints were received. This quarter sees neither an increase nor a decrease compared to Q4 of 17/18 which saw the same number of complaints.

The outcomes of the 3 complaints saw one complaint being partly substantiated and the other two unsubstantiated.

### **Complaint escalations**

In this quarter 4 complaints escalated to stage 2 of the corporate complaints process. All 4 of these complaints remain open at the writing of this report but are within the required timescale.

### **Ombudsman Complaints**

In Quarter 4 of 2018/19, 9 LCC complaints were registered with the Ombudsman. None of these related to Highways and Transport.

4 in relation to Children's Services

3 in relation to Adult Social Care

2 in relation to Education

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## Policy and Scrutiny

### Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Passenger Transport Update</b>

#### **Summary:**

This report provides an update on Passenger Transport Matters since the previous report considered by this Committee on 11 June 2018. At that Committee, Members requested reports on the Council's Teckal Company and Total Transport initiative. An update on Total Transport is included within this report and the Committee considered a report on the Teckal Co. Transport Connect Ltd. at its meeting on 29 April 2019.

This report provides an update on a number of passenger transport aspects including:

- Bus Services Act 2017
- The state of the local transport market
- Public Bus changes
- Total Transport including Non-Emergency Transport Services
- Community Transport
- Local Government Association's Special Interest Group on Public Transport Consortium
- Review of Lincolnshire Bus Strategy
- Sustainable Transport
- Transport Services Group's performance

#### **Actions Required:**

Members of the Highways and Transport Scrutiny Committee are invited to consider and comment on any aspects of the report and to highlight any recommendations or further actions for consideration.

## 1. BACKGROUND

This report seeks to give Members an update on activities and issues that relate to or impact upon road based passenger transport services and associated activities within Lincolnshire

### **TOPIC – Bus Services Act 2017**

1.1 This Act came into effect from April 2017 although some aspects of the legislation are still to be defined in more detail. It comprises four key strands:

- Franchising
- Strengthening the powers of Partnerships between the local authority and operators.
- Modernising previous ticketing arrangements
- Introduction of open data with an obligation to participate in Real Time Passenger Information schemes and provision of on-board audio/ visual information

1.2 In 2018 the Department for Transport (DfT) issued two consultation documents relating to this last strand, specifically in relation to:

- Bus Open Data; and
- Accessible Information Proposals

1.3 Lincolnshire County Council (LCC) responded on both consultations pointing out the difficulties operators face in a rural area. Of concern are the financial and technical difficulties that some of the small and medium sized bus operators will face complying with the open data requirements in particular. Furthermore, we urged more consideration of the different types of local bus services and sought exemption from some of the proposed mandatory requirements for those operating in rural areas. For example, we referenced the use of small minibuses on local bus services (like CallConnect), registered school/college time only services and infrequent market day services. Each of these, under the DfT's proposals, would need to have audio visual displays within the vehicle despite little evidence of need or sufficient fare box income to finance the cost of such provision.

1.4 LCC also engaged with the DfT's consultant, KPMG, who was appointed to build the Bus Open Data digital service. This involved lengthy discussions highlighting the need to differentiate between urban and rural markets and to stress the issues faced by independent and smaller bus operators if they are requested to meet these proposed standards.

1.5 The DfT subsequently published its consultation response to the Bus Open Data on 26 March 2019. The DfT still intends to deliver a bus open data digital service supporting data creation, publishing, indexing and quality assuring data about local bus services that will be sent by bus operators. This digital service is currently in prototype and has been tested with local authorities, bus operators and application developers across England.

- 1.6 This means that from 7 January 2020 bus operators of registered local bus services will be required to provide route and timetable information to the above mentioned digital service electronically. During a transitional period in relation to the digital service between July and December 2019, local authorities will be encouraged to continue with the Traveline process in a business-as-usual manner to allow sufficient time for the bus open data digital service to be embedded.
- 1.7 The DfT believes that local transport authorities will have a vital role to play during the key transitional period, either acting as an agent and submitting data on behalf of bus operators or offering an assisted digital type service to bus operators and supporting them to independently publish their data. We will be expected to undertake this support with no additional central government resource.

### **TOPIC – The state of the local transport market**

- 1.8 As previously advised to the Committee, Lincolnshire has a relatively small failing passenger transport market. It has one of the large national operators providing only partial coverage of the county plus a number of medium and smaller independent operators located around the county. In the past 12 months there has been little change to this position with the gain of one small bus operator to our market but the loss of another and a second advising that they will be exiting the market within the coming months.
- 1.9 The final implementation of the Public Service Vehicle Accessibility Regulations 2000 (PSVAR) to make all local bus services accessible will come into effect on 1 January 2020. This will prevent the use of non-accessible coaches, long used by some operators for school services and may cause operators to further withdraw from the market
- 1.10 Contract prices for local bus services are continuing to increase and in some areas the Council continues to see little or no competition for local bus service tenders. This is one area of activity where the Council has looked to its Teckal Company to plug the gaps and/or provide an affordable solution particularly for CallConnect services.
- 1.11 The Council continues to receive bus service operators' grant (BSOG) for supported bus services. In 2018/19, the Council used its £545k ring-fenced funding on direct financial support for some local bus services, purchase of some replacement CallConnect vehicles and to pay towards physical measures that support/improve the public transport network, such as Bus Lanes in Skegness and Junction Priority for late running services in Lincoln.
- 1.12 The Building Communities of Specialist Provision Strategy will bring major improvements to special schools over the next five years, creating an integrated system where pupils attend their nearest school, confident that their educational, health and care needs will be fully met. However this will also mean significant changes will be required to the existing SEND transport arrangements. The phased implementation period and the transition

arrangements for pupils will see increased cost and is likely to require reviews and multiple recasts of SEND transport provision over the coming years. This is likely to be an uncertain time for operators with contracts being let for shorter time periods until the final network of provision is established.

- 1.13 There are concerns that the forthcoming changes reported under the Bus Services Act update, will also be a catalyst for more small operators to leave the marketplace. As a result we are looking at ways to support and encourage the current marketplace whilst still remaining within the budgetary envelope for this service area and within the regulations relating to State Aid.
- 1.14 To this end, LCC is offering the opportunity for bus operators that provide subsidised bus services in Lincolnshire (including CallConnect) to lease electronic ticket machines via the Council for a period of up to five years. Take up of the scheme will mean operators do not have to meet the capital outlay of purchasing equipment and back office systems and it will also allow the Council to fulfil its auditing role in relation to the English National Concessionary Travel Schemes (ENCTS) with a more robust method of checking operator claims for reimbursement.
- 1.15 The Transport Services Group is also currently researching the provision of driver and passenger assistants training within Lincolnshire. There is a perceived risk that in many areas of the County, recruitment and retention of drivers and passenger assistants particularly those able to provide medical assistance, is becoming more difficult. The Group will report back on the issues, investigations and potential solutions in due course.

### **TOPIC – Public Bus Service Changes**

- 1.16 Government statistics show that in 2017/18 Lincolnshire bus operators provided 13.5 million passenger journeys compared to 13.7M in the previous year, with the East Midlands Statistics for the same periods reading 191M and 196M respectively. These declines mirror the national picture (outside of London) which saw a drop of 90 million passenger journeys down from 4,934M to 4,844M over the period.
- 1.17 Despite the slight reduction, it is worth noting that public bus services still account for 59% of all public transport journeys (Rail 21%, Underground 17% and Light Rail/Tram 3%).
- 1.18 Locally, over the past year the level of intervention required by this Authority has increased dramatically. From a reasonably stable situation over the past few years we have seen operators across the county recently reviewing the commerciality of their network.
- 1.19 In late 2018 we were notified of some timetable changes in the Boston and Spalding area by the local operator (Brylaine), this particularly affected the Into Town services. The majority of users on these services are concessionary card holders with the number of fare payers dwindling as per the national trend. Two of the IntoTown services in Boston were withdrawn

completely and replaced by two supported journeys offering a service for shoppers with a return journey to town. In Spalding the numbers travelling after 1530 did not even make a case to reinstate the withdrawn journeys.

- 1.20 Just after Christmas another significant number of cancellations were proposed in Grantham (by Centrebus). Service reductions were proposed both on IntoTown and rural services. The Council again stepped in to reinstate some of these services but not necessarily at the same frequency, and in some cases by combining routes on to one service.
- 1.21 The next batch of changes was proposed for late April 2019 by Stagecoach on their InterConnect services. Again some intervention was required, this time to provide certain villages between Boston and Skegness with peak journeys to aid access for workers.
- 1.22 It should be noted that the work done by the Council to mitigate the impacts of all the commercial changes has resulted in there being relatively few complaints from bus users and an acceptance that the County Council has stepped in to key maintain services.
- 1.23 Outline details of all bus service changes is circulated to all Councillors on a monthly basis. Members are advised to contact the relevant officer listed for more detailed descriptions and background if required.
- 1.24 Finally on a more positive note, the county's rural safety net, CallConnect, continues to go from strength to strength. During the last 12 months a new service has been introduced into the Wragby area and it celebrated its 18<sup>th</sup> Anniversary on 19 March 2019 with more positive media coverage.

### **TOPIC – Community Transport**

- 1.25 Sections 19 and 22 of the Transport Act 1985 allow organisations that operate in Great Britain without a view to profit, to have a permit which exempts them from the need to hold a Public Service Vehicle (PSV) operator's licence when providing transport for a charge. Under specified conditions, the drivers of certain vehicles are also exempt from the need to have Passenger Carrying Vehicle (PCV) entitlement on their driving licence.
- 1.26 Last year, we reported on the issue of legal challenge being brought by the bus and coach industry against the UK Government in relation to S19 and S22 permits issued to some Community Transport (CT) Operators. Unlike PSV Operators who have to adhere to tightly controlled licensing criteria, community transport has very few restrictions or maintenance requirements. In addition to this, Community Transport providers often receive grants/sponsorship from private and public sector bodies.
- 1.27 The challenge arose as a result of some of the larger community transport providers having used this advantageous position to bid against bus operators to win local authority bus service contracts. It is fair to say that

when the British Community Transport regulatory framework was written it was expected that work undertaken would be relatively small-scale, of a non-commercial nature and on a not for profit basis, so it was never really envisaged that CT schemes would operate in this way within a competitive market.

1.28 The High Court has accepted the application from the Bus and Coach Association (BCA) for Judicial Review and this was due to be heard sometime in Spring/Summer 2019. The BCA want the Courts:

- To quash the decision not to prosecute community transport providers for not having PSV operators' licences;
- For the Court to make a declaration on the meaning of non-commercial; and
- To compel the Court to issue an order to force the DVSA to set out a new enforcement policy and proceed with prosecutions.

1.29 In the meantime, the DfT has published new guidance entitled "Section 19 and 22 permits and obligations: not for profit passenger transport". The Guidance rehearses the scenarios for correct use of each permit and spells out that under EU regulations all operators must operate local bus services under PSV regulations unless they meet one or more of the following exemptions:

- "...be engaged in road passenger transport services exclusively for non-commercial purposes" (article 1(4)(b) – the "*non-commercial exemption*"); or
- "...which have a main occupation other than that of road passenger transport operator" (article 1(4)(b) – the "*main occupation exemption*")

Additionally, article 1(5) of the regulation states that:

- "member states may exempt from the application of all or some of the provisions in this regulation those road transport operators engaged exclusively in national transport operations having only a minor impact on the transport market because of ...the short distances involved. (the "*short distance exemption*")

1.30 The DfT has advised that the government is now giving effect to the short distance exemption and the DfT has defined this as an operational range of ten miles or less.

1.31 As a result of the Judicial Review mentioned above the contentious 'Non-Commercial exemption' is not covered in any detail within the new guidance.

1.32 The Council continues to support the voluntary car schemes in Lincolnshire. This includes paying for administration costs and hosting six monthly forums to share good practice and seek clarification of any issues. The forum last met in November 2018 and was well attended. The next one is scheduled for June 2019 and it is anticipated that a topic of conversation might be parking at Hospitals for both Hospital and Voluntary Car Schemes. Problems have



been faced particularly at the Lincoln and Boston sites with the introduction of new car parking arrangements, although issues are now starting to settle.

### **TOPIC – Local Government Association (LGA) Special Interest Group Public Transport Consortium**

1.33 An Officer and Councillors C J T H Brewis, M Brookes and R G Davies represent the Council on this LGA special interest group including Member representation on the Executive. The Consortium aims to:

- act as a forum for discussion and promotion of public transport issues affecting local authorities outside metropolitan areas;
- promote the exchange of experience and good practice between member authorities and in liaising with other bodies;
- advise appropriate committees or other executive bodies of the LGA on public transport issues;
- represent interests of member authorities to Government, the LGA, operators and other organisations involved in public transport; and
- provide advice and guidance to member authorities concerning passenger transport policy and operation.

1.34 During the previous 12 months the group has considered 26 different topics but the most relevant ones to Lincolnshire relate to:

- Follow up work on using the bus including: what young people think, app-based on demand services, KPMG report on Trends in patronage, Transport Committee Inquiry on the bus network outside London.
- Monitoring of the pilot to integrate the rail network and interurban bus network in Devon – continuing to follow Total Transport principles.
- Transport Focus – regular update on user satisfaction across the transport spectrum
- Bus Services Act 2017 – responding to the DfT on the various consultations.
- Rural Bus services: suggestions about raising funds for public transport and to lobby the Government on a strategy for public transport.
- Rail franchise information

1.35 LCC representatives on the Group will continue to attend and contribute to LGA lobbying and discussion on public transport where it is in our interest to do so.

### **TOPIC – Total Transport**

1.36 Whilst the LCC pilot scheme on Total Transport finished in 2017, we still subscribe to the principles of Total Transport and strongly believe it is a

solution for improved travel in Lincolnshire. The principles of Total Transport are:

- an integrated transport unit combining transport expertise in one team
- integrated provision of transport through a variety of ways from planning, procuring, scheduling and delivering; and
- joint contracting of activity

This approach can be adopted more widely to embrace other public sector organisations.

1.37 LCC already integrates the various work streams that provide transport into what is now called the Transport Services Group. Integration has been a key theme in transport policy since the late 1990s and this grew in prominence nationally with the Total Transport pilots. The benefits of integrating the Council's transport functions into one team are that it allows for joint planning and delivery of transport and it provides opportunity to share resources and procurement procedures to provide a more efficient and effective service. Additionally it avoids duplication and enhances the delivery of transport to the relevant users.

1.38 As a key step to achieving the principles of efficiency and effective shared resources the Council continues to investigate ways of integrating with health services including transport. With regards transport services we have agreement in principle from our health colleagues to continue to explore and scope the future integration of local authority and health transport provision.

1.39 Members will be aware that we have been at this juncture once before during the initial Total Transport Feasibility Pilot Project until the Clinical Commissioning Groups (CCG) disengaged following exit from the market of NSL its Non-Emergency Passenger Transport Service (NEPTS) provider and their subsequent decision not to consider an option of joint working at that opportune time. The CCG elected instead to put the contract out to retender on a like for like basis ie. for a single supplier covering all aspects:- eligibility; scheduling; planned/renal operational delivery and adhoc/discharge services.

1.40 Members are likely to be aware that since that time the operation of the subsequent NEPTS contract has been problematic, with the new operator Thames Ambulance Services Ltd (TASL) failing to meet operational and performance targets. This poses a challenge for the Lincolnshire CCGs so too might the outcome of the Sustainability and Transformation Plan (STP) for Lincolnshire which will aim to make the most of resources and increase operational efficiency, resulting in changes to the way that services are delivered.

1.41 To help inform their decision making, the Transport Services Group have been supporting the Sustainability Transformation Partnership with statistical data and mapping on possible scenarios and placements of services. Whatever the final solutions proposed, it is likely to change the passenger flows and demands for transport services as people seek to access appropriate health services if they are in alternative locations. It is therefore considered appropriate to be engaged as early in the process as possible so

that transport provision is not considered as an afterthought to any health service changes.

- 1.42 Transport is now a topic within the Lincolnshire Joint Strategic Needs Assessment and the most recent discussions with the CCGs highlight a renewed willingness and shared vision of maximising the benefits of joint service working and shared resources. These discussions are at an early stage but it is anticipated that appropriate board and governance structures will be established in order to progress the proposals for and development of any future partnership working arrangements.
- 1.43 As well as integration of Health Transport, three other strands of activity were considered as part of the Total Transport Feasibility Project. The other strands were:
- Voluntary Sector Transport
  - ICT Development
  - Market Development/Moderation
- 1.44 The voluntary sector strand sought to integrate community transport providers into a 'one stop shop approach' as an adjunct to the solutions derived for Health/Public Transport integration. Consequently, this aspect was not taken forward but CT schemes were offered grant funding for a 3 years licence for a standalone booking software solution. This served to give an IT solution to many schemes that still manually booked and scheduled journeys, offer resilience for single scheduler arrangements, improve audit trails and increase the opportunity for obtaining consistent and comparable CT statistical data. 11 schemes took up the option.
- 1.45 A functional specification for integrated transport solutions was developed with which to test the market for an existing IT solution and/or development opportunity. Talks were had with possible Local Authority partners and potential funders however the option was not progressed further given the loss of impetus from the health sector. Given that IT solutions continue to emerge and develop, due diligence would need to be undertaken again and the specification revisited if this was considered a feasible option at some point in the future.
- 1.46 As part of the work on the above specification, it was identified that many of the existing products in use by the Transport Services Group were time expired, no longer supportable and/or no longer considered fit for purpose. As a solution, products are being sourced or upgraded to continue to meet the operational demands of the service but with a requirement that these must be capable of being interfaced into a wider solution as and when required.
- 1.47 Supported by consultants, a significant piece of work was undertaken to try and develop the passenger transport market within Lincolnshire. This included workshop sessions with existing operators, explaining processes, highlighting opportunities to move into new markets etc as well as casting the net more widely to try and attract new entrants to the Lincolnshire market. This work also coincided with the introduction of the One School One

Provider (OSOP) model adopted for the carriage of SEND pupils. Lincolnshire saw 2 new providers enter its market and the creation of some sub-contracting arrangements where smaller operators worked together to deliver an OSOP contract.

1.48 Notwithstanding the above market development work, Lincolnshire's market still failed to satisfy all of the transport demands placed upon it at. The Council was still regularly seeing scenarios of no-bids; single no-competition bids and/or none value for money prices. Consequently in April 2016, the Council's Executive Committee considered and approved the establishment of a Teckal Company to be wholly owned by the Council for the purposes of delivering passenger transport services.

1.49 Members of this committee were presented at its meeting of 29 April 2019 with an update on the activities of the Teckal Company since its formation in July 2016.

### **TOPIC – Review of Lincolnshire's Bus Strategy**

1.50 Last year it was reported that there was a need to refresh the Council's Passenger Transport Strategy and that work would be done to look at this and the dated mechanism for determining which services receive financial support. Some work was done but proposals by the former Chief Executive superseded this with alternative plans. These plans are now unlikely to be fulfilled so it is proposed that the previous work be resurrected and progressed. It is the intention that the Lincolnshire Passenger Transport Strategy will dovetail with any future visioning and Locality based Transport Strategies currently being developed.

### **TOPIC – Sustainable Transport**

1.51 This Committee has requested a report on Cycling Strategy and this has now been scheduled for later in the year. However as a general update the Team continues to deliver sustainable transport activity as follows:

- Access Lincoln: this includes a Cycle and Network Plan which is work in progress and complements the Lincoln Transport Strategy;
- Lincoln Hire Bike scheme: investigating a refreshed scheme with improved technology and cycles to increase usage;
- Go Skegness: A number of infrastructure improvements to improve punctuality for bus travel and cycling and walking movements in the area;
- Sustainable Modes of Travel (SMOTS) project: working on behalf of school services to provide travel plan assistance to schools as part of their statutory duty to provide sustainable travel strategies.
- Car Share Scheme: The team administers a car share scheme for Lincolnshire County Council employees providing ten free car parking spaces at the County Offices car park for fifteen groups.

- Bus Shelter Grant Scheme: A grant scheme open to lower tier Councils which offers a contribution of up to £3,000 towards the costs of a new or refurbishment of an existing bus shelter.

## **TOPIC – Transport Services Group's Performance**

1.52 Attached as Appendix A to the report is a summary of performance within the Transport Services Group. This encompasses many of the strands of work that the group undertake, which we hope will be informative for Members as well as highlighting the breadth of activity undertaken.

1.53 It is intended to include a performance report on a *yearly* basis as part of this update to provide the Committee with more contextual information.

## **2. Conclusion**

Members of the Highways and Transport Scrutiny Committee are invited to consider and comment on any aspects of the report and to highlight any recommendations or further actions for consideration.

## **3. Appendices**

These are listed below and attached at the back of the report.	
Appendix A	Transport Services Group: Performance Report June 2019  <i>This document is included in the electronic agenda pack only. Paper copies are available from Democratic Services</i>

## **4. Background Papers**

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed.
Guidance: Section 19 and 22 permits and obligations: not for profit passenger transport	<a href="https://www.gov.uk/government/publications/section-19-and-22-permits-not-for-profit-passenger-transport/section-19-and-22-permits-not-for-profit-passenger-transport">https://www.gov.uk/government/publications/section-19-and-22-permits-not-for-profit-passenger-transport/section-19-and-22-permits-not-for-profit-passenger-transport</a>
Bus Services Act 2017: Bus Open Data Consultation Response	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/792313/bus-open-data-consultation-response.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/792313/bus-open-data-consultation-response.pdf</a>

This report was written by Anita Ruffle, who can be contacted on 01522 553147 or [anita.ruffle@lincolnshire.gov.uk](mailto:anita.ruffle@lincolnshire.gov.uk).

# Appendix A

## Transport Services Group

### Performance Report

June 2019

# Contents

This report gives an overview of performance for the Transport Services Group.

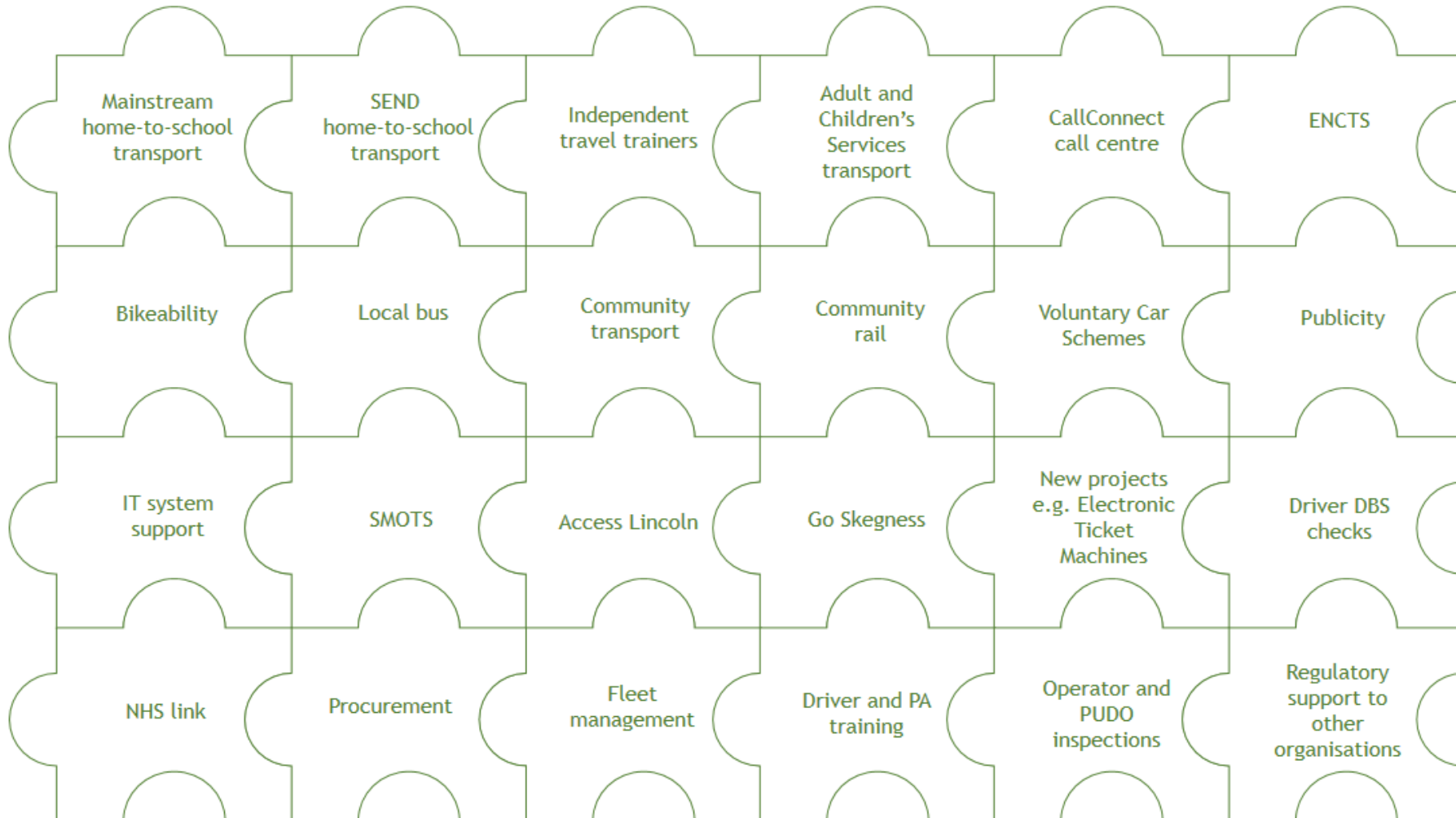
The head of the Transport Services Group is Anita Ruffle, x53147, [anita.ruffle@lincolnshire.gov.uk](mailto:anita.ruffle@lincolnshire.gov.uk)

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# Transport Services Group

84 staff, £13.2M budget



# Bus passes

The English National Concessionary Travel Scheme (ENCTS) gives free travel on local buses to people of state pension age, and to people with certain physical disabilities. Passes can be used after 9.30am on weekdays and anytime at weekends – although Lincolnshire residents can use passes within Lincolnshire before 9.30am. Passes can be used on all bus routes, including CallConnect. TSG manage two processes relating to bus passes:

- Creating and distributing ENCTS passes to eligible applicants
- Reimbursing bus operators for all journeys where an ENCTS pass is used

**£7.2M** is reimbursed to bus operators each year

**110,000** active ENCTS passes in Lincolnshire - **103,000** for older people – **7000** for disabled people

**56%** of older people in Lincolnshire have a pass

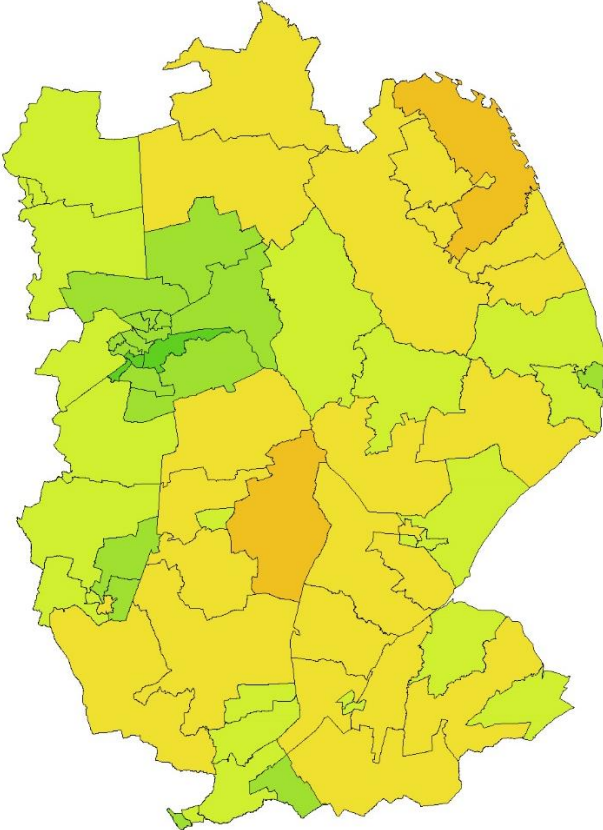
**1400** passes processed and issued per month - **20%** are from online applications

**100%** of passes issued by TSG within 10 days of applying – the average turnaround time is **3** working days

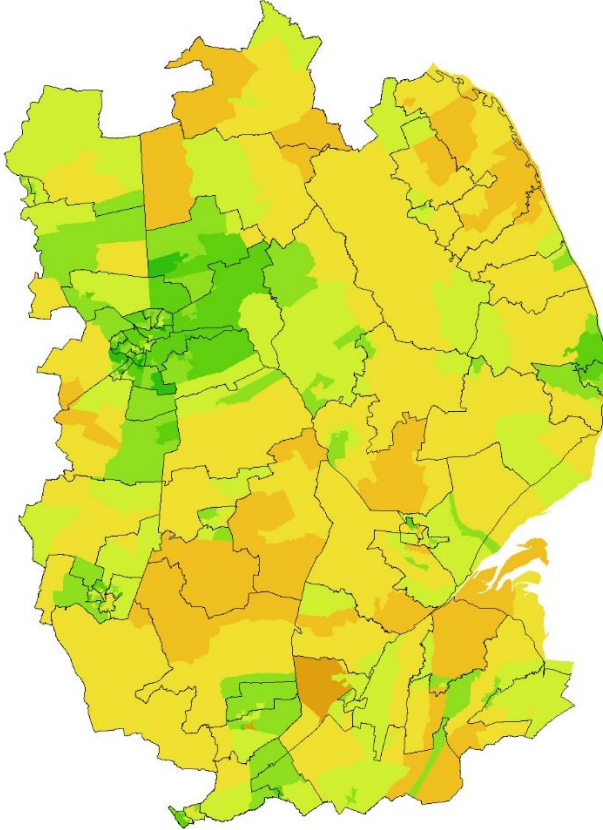
# Bus passes

Take-up rates for ENCTS passes vary across Lincolnshire. All older people in Lincolnshire can make use of ENCTS passes because they can be used on CallConnect vehicles, which cover virtually the whole county. These maps show what percentage of eligible older people have an ENCTS pass.

By LCC Electoral Division



By Lower Super Output Area, with electoral division overlaid



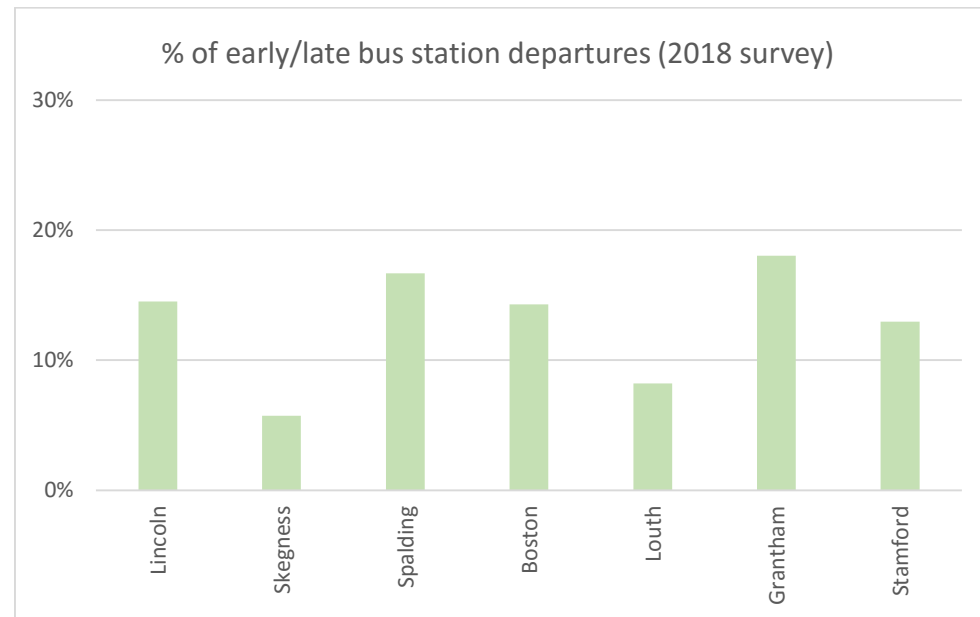
- Key
- 0% to 20% registration
  - 20% - 40% registration
  - 40% - 60% registration
  - 60% to 80% registration
  - 80% to 100% registration

# Local bus punctuality

TSG have a role in monitoring the punctuality of local bus services. This is done by actually going and observing times of bus departures at various bus stations and timing points around the county. It is not possible to do this entirely without physical monitoring as many bus operators in Lincolnshire do not have geographical trackers fitted to their buses.

## Punctuality statistics from PIP survey 2018

Early/late departures are classed as more than 1 minute early or more than 5 minutes late.



# CallConnect

Lincolnshire's CallConnect service is a demand-responsive bus service covering virtually the entire county. The service is designed to fill gaps in the commercial bus network, making sure that all rural residents have access to a bus service (CallConnect does not operate around Lincoln because there are many commercial bus services feeding in to the city). CallConnect will bring residents to their nearest market town, to access services or to connect with the wider transport network. Fares vary depending on the length of the journey and ENCTS pass holders can travel on CallConnect for free.

CallConnect operates Monday to Saturday. There is currently a pilot of extended operating hours in Boston and Spalding to assist young carers. Few rural counties operate comprehensive demand-responsive schemes like CallConnect. The Lincolnshire service has just celebrated 18 years in operation with new branding deployed on the vehicles.

## CallConnect area of operation



## Key statistics

31

CallConnect buses in operation

12,000

average calls answered per month

25,000

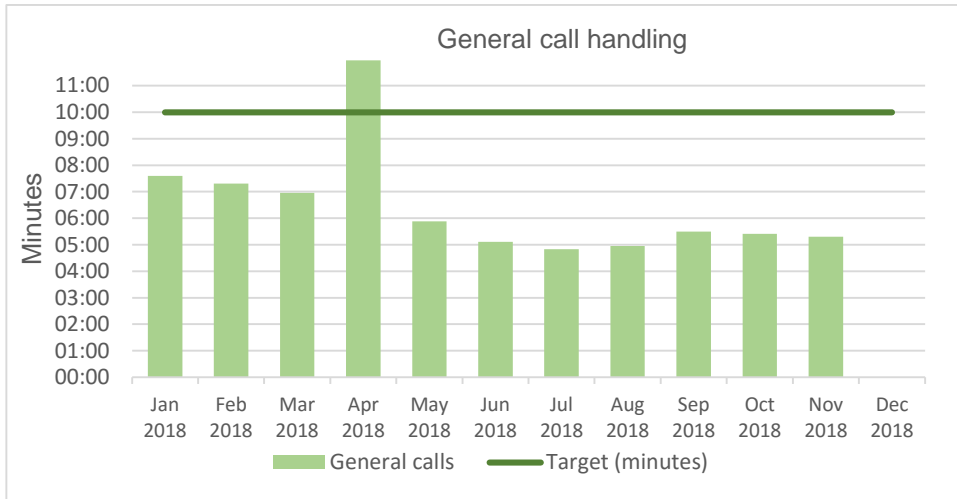
average passengers carried every month - this figure has been steadily increasing

High levels of customer satisfaction

"it is a fantastic service for those without a car who are otherwise stuck in rural locations"

# CallConnect

Various performance measures are in place in order to ensure that CallConnect call centre provide a good service.



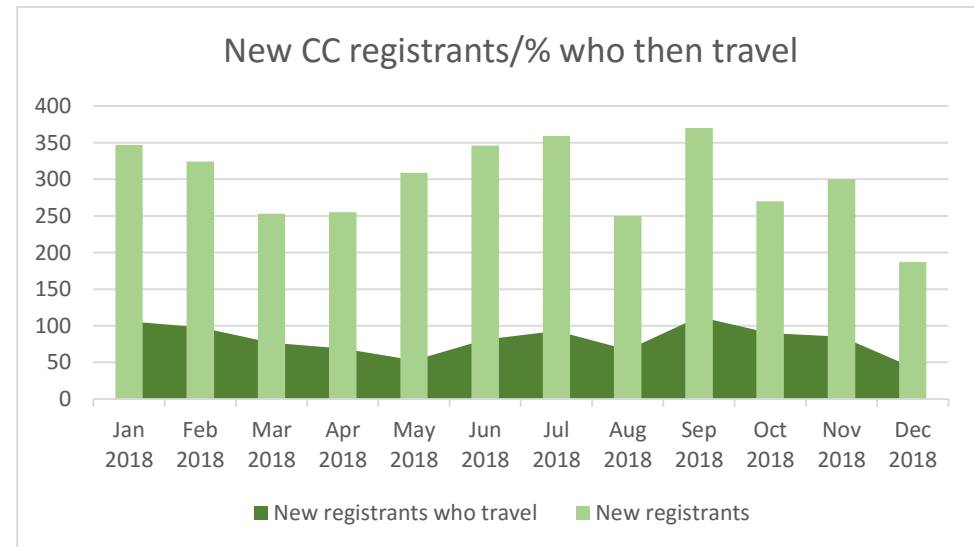
## Call handling

Our internal standard for answering general calls to the CallConnect team is within 10 minutes. This standard is usually met by a considerable margin (the April 2018 spike was caused when ENCTS applications came back to LCC from City Of Lincoln Council). Other call handling standards are in place for same day travel, calls from drivers and emergency calls. The call handling target time will tighten year-on-year until 2023.

## New registrants

Each month the number of new users registering for CallConnect is recorded.

We also look at the percentage of these users who subsequently use the CallConnect service within that month,



# CallConnect

There were around 21,000 journeys starting in Lincolnshire in November 2018. This map shows the distribution of CallConnect journey *origins* for November 2018, split by LCC Electoral Division.

## Number of journey origins

0 journeys (as no service provision)

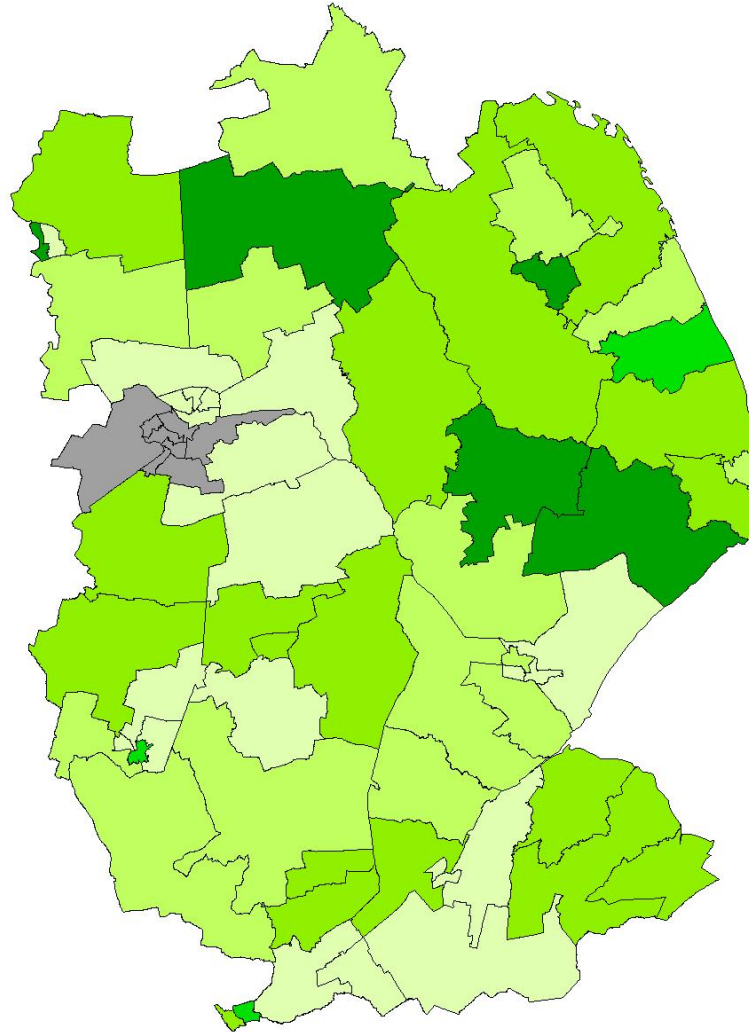
1 to 200 journeys

200 to 400 journeys

400 to 600 journeys

600 to 800 journeys

Over 800 journeys

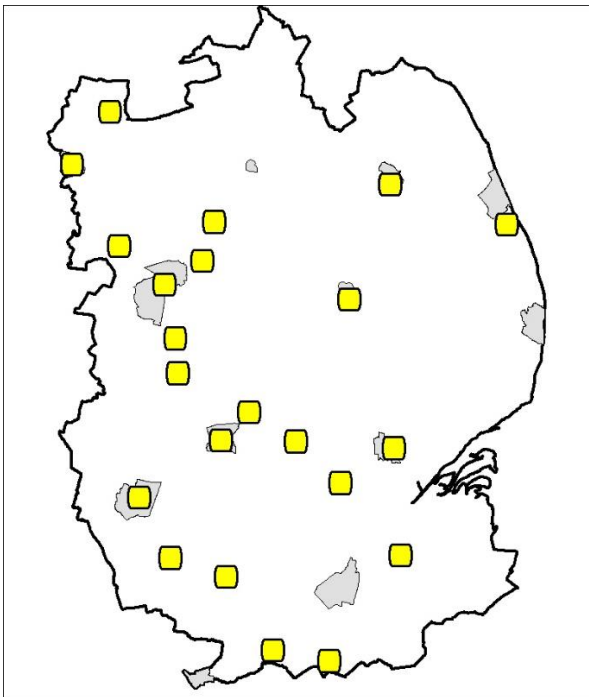


# Voluntary Car Schemes

There are around 20 voluntary car schemes across Lincolnshire. These schemes use volunteer co-ordinators and volunteer drivers to transport passengers to a variety of destinations. Each scheme is different – some schemes are available to patients registered with a certain GP practice and will only transport people to medical appointments; other schemes are available to all residents of a certain parish and will take people on social journeys as well. So the areas covered by each scheme vary considerably.

Passengers pay the drivers for each journey, to cover the driver's costs.

Locations of VCS in Lincolnshire



Support provided by TSG



**DBS checks** for drivers



**Public liability insurance**



**Administration costs** for smaller schemes



**Publicity** for driver recruitment



Running the **Voluntary Car Forum**, attended by 50% of VC schemes



# Access Lincoln

TSG manage the Access Lincoln project, which runs from 2017-2020. Access Lincoln encourages more people to enjoy cycling and walking in and around Lincoln. Goals of the project include creating a strategic walking and cycling plan for Lincoln; creating a network of quiet cycle routes in the city; expanding the HireBike scheme; supporting people back into employment; and running a variety of engagement events.

Achievements to March 2019 include:



8709 people engaged in walking or cycling initiatives (target = 7425)



64 job seekers helped into employment (target = 63)



2105 personal travel plans created (target = 9000)



£100,000 earmarked for improving cycling infrastructure

26

new HireBikes provided at in 8 new areas

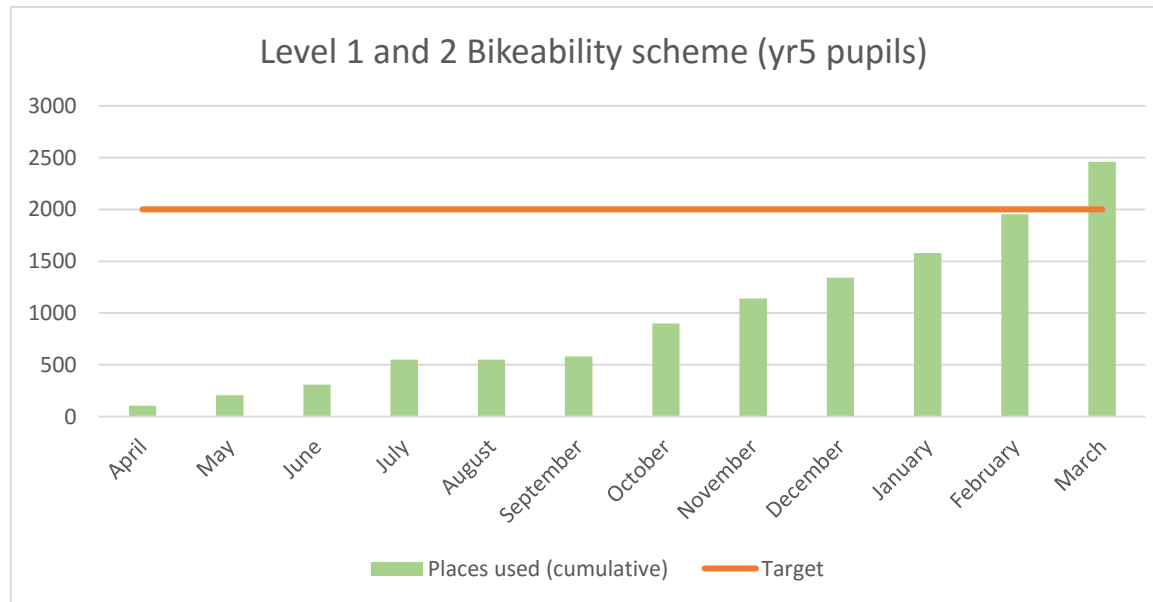
The existing HireBike scheme ends in March 2020. TSG are exploring options for future evolution of the scheme, including a new model of HireBike that would be an app-based e-bike providing a more comfortable and responsive riding experience.

# Bikeability

Bikeability training sessions cover school pupils of all ages, from Reception-age children learning to use balance bikes up to older children learning to ride safely on the road. Bikeability embeds safe cycling behaviour, so that school children will be safer cyclists (and safer drivers) in the future.

TSG oversee the Bikeability scheme (which is currently delivered by Outspoken). TSG receive funding from central government to provide certain numbers of places on the various levels of Bikeability training; it is likely that all of these places will be used in the financial year 2018-19.

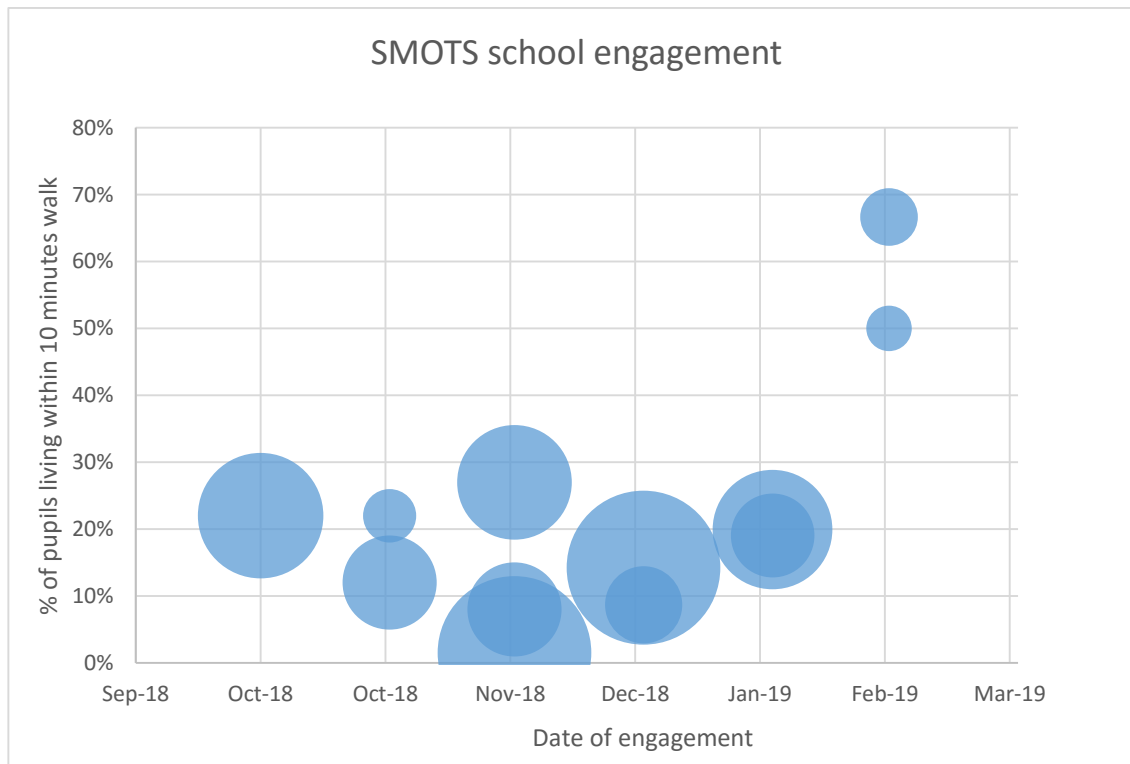
## Progress in making use of funded Bikeability places 2018-19



# Sustainable Modes Of Travel To School

Lincolnshire County Council have a duty to support schools with a SMOTS strategy. TSG employ an officer who works with schools to improve the numbers of pupils travelling by sustainable and active transport – walking, cycling, scooting. The benefits include healthier pupils, reduced congestion, better community relations, improved road safety and cleaner air.

The target is for 40 schools to complete Travel Plans by March 2020. Achievements so far include creating a “Park And Stride” site for Hartsholme Academy; using Police figurines to discourage parking on zig-zag lines outside schools; organising ‘March Marches’ where large numbers of pupils gather at one location and all walk or cycle to school together.



This chart shows the current engagement with schools.

Currently all schools engaged with the project are primary schools.

The size of the circle represents the size of the school, so bigger circles have more pupils.

The horizontal position shows the month the school was engaged with.

The vertical position of the circle represents the % of pupils who live within 10 minutes' walk of the school – schools with different pupil distributions will need different solutions.

# Go Skegness

TSG manage the Go Skegness project. This is a project implementing transport infrastructure changes in and around Skegness which will reduce traffic congestion, improve public transport and boost sustainable travel around the town. The main bus operator in Skegness has confirmed increases in punctuality and improvements for passengers as a result of this project.

Key project achievements by February 2019



640 metres of new bus lane created



7 bus stops upgraded along the A52



18 new lighting columns and 20 new illuminated bollards



3300 metres of improved cycling infrastructure

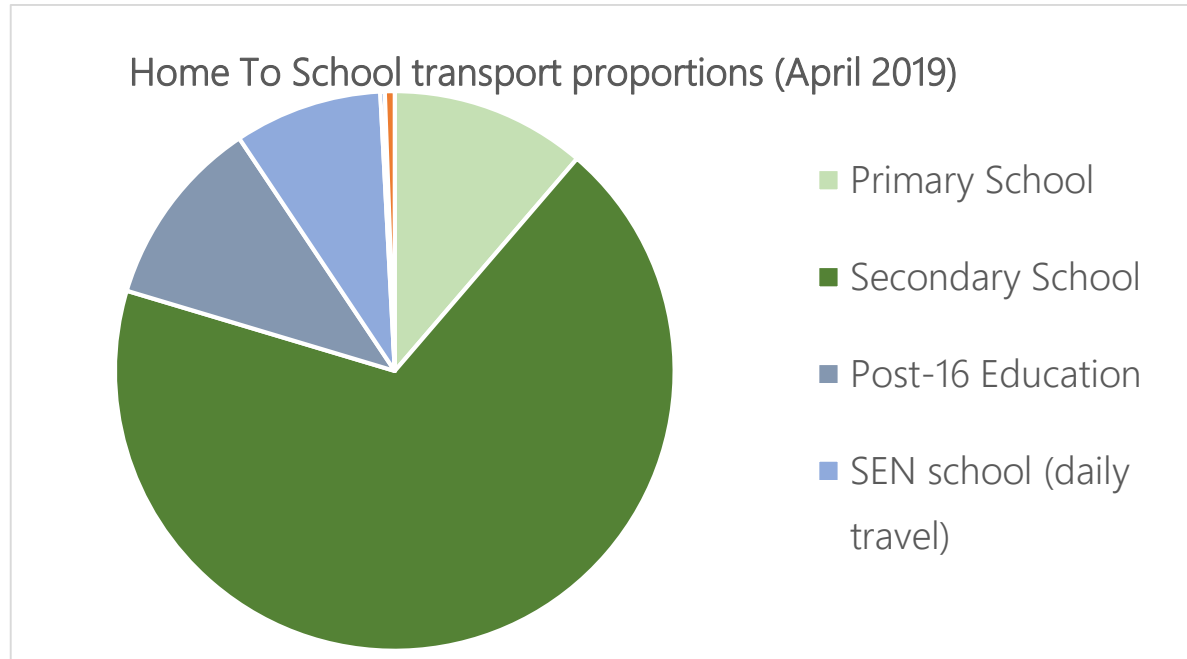


20% increase in cycling monitored by static cycle counters

# Home To School transport

There are around 18,000 pupils entitled to free school transport in Lincolnshire. Each pupil is allocated to a specific transport contract – they may be transported on a double-decker bus, a coach, a minibus or a taxi. Some pupils have specific needs meaning they travel in specialised vehicles with passenger assistants as well as a driver. TSG arrange these pupils into the most efficient configuration of routes and then offer contracts for these routes to over 300 transport companies in Lincolnshire. Each of these companies is regularly checked to ensure the compliance of their fleet of vehicles, that they have in-date MOTs, insurance and so on. Drivers are also vetted.

This chart shows the breakdowns of transport destinations:



# Home To School transport

The list of pupils entitled to transport is always changing – new cohorts of pupils begin school each year, pupils move from primary to secondary school, new pupils move into the county, pupils move house within Lincolnshire – so the configuration of routes is constantly shifting to balance the best value for money with the best journeys to school for pupils.

Arrangements at some SEND schools are managed under a 'One School One Operator' model where only one transport operator is responsible for ensuring pupils are taken to that school.

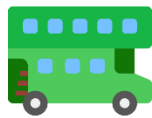
Snapshot of statistics at June 2019



18,000 children in Lincolnshire transported to school every day



1530 different transport routes each day



these routes are covered by 84 different transport operators

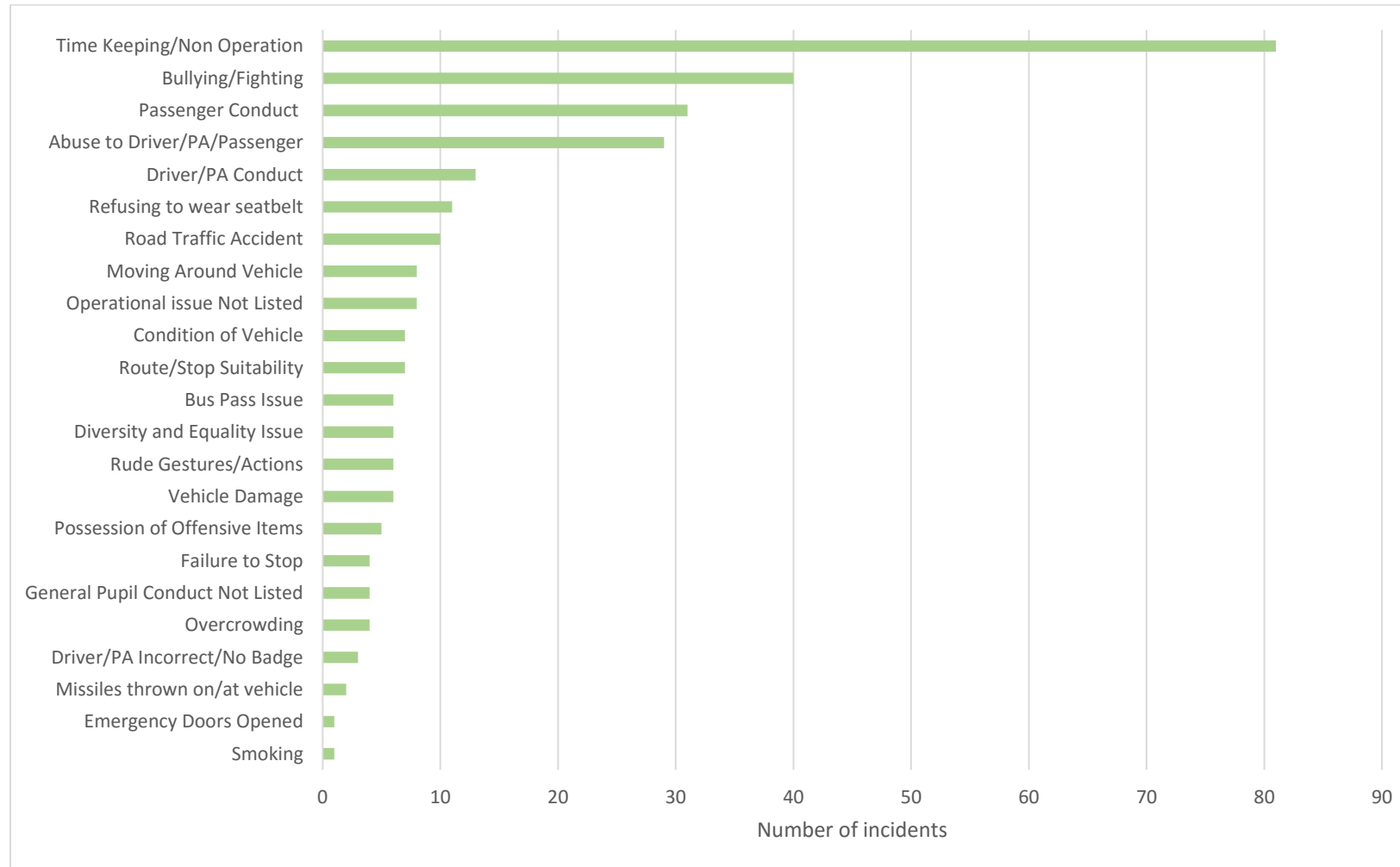
£26M

spent every year transporting entitled children

# Home To School transport

Any incident that occurs on a home to school journey is reported to TSG. The TSG response to each incident is also logged.

Incidents reported on school transport September 2018 - January 2019



# Social Care transport

As well as commissioning home-to-school transport contracts, TSG also commission social care contracts. These may be regular journeys – for example routinely taking an older person to a day care centre – or they may be one-off journeys – for example taking a child to a supervised visit.

**£1.3M** spent on Adult social care journeys in 2018-19

**£360,000** spent on Children's social care journeys in 2018-19



# Independent Travel Training

TSG provide independent travel training for school pupils. The purpose of this training is to support pupils travelling by bus on their own, improving their confidence and social skills and reducing their dependency on bespoke home-to-school transport. Work has also been done to support the Autism Mark.

2 Travel Trainers work in TSG. The number of students worked with in 2018-19 is:

Pupils on the waiting list	33
Pupils currently in training	7
Pupils who have completed their training	15

Pupils completing training in 2017-18 = 21

Pupils completing training in 2016-17 = 28

## Max Respect

TSG employ a Max Respect officer who works with schools and pupils to explain what behavioural standards are expected when travelling. This work is predominantly with children in year 6, who may have to start using a bus to travel further to secondary school in year 7.

During 2018-19 school year so far the Max Respect officer has visited **72** schools and delivered training to **7083** pupils.

The Transport Services Fleet & Compliance Team inspectors through the Max Respect scheme also work with drivers, and so in 2018-19 has run classroom training sessions for **750** drivers and passenger assistants.

# DBS checks

TSG co-ordinate Disclosure and Barring Service checks for drivers in Lincolnshire. This involves collecting the relevant details from drivers needing a check and co-ordinating the paperwork with the Police etc.

All drivers who drive a vehicle taking children to school in Lincolnshire must have a DBS check. TSG also provide DBS checks for drivers who transport passengers for Voluntary Car Schemes across Lincolnshire.

In 2018-19 we have processed **1386** DBS checks. These are predominantly completed within **23** days although delays in the process are often outside TSG's control (e.g. Police timescales for responding).

# Inspections

TSG inspectors look at all types of LCC transport contracts – home-to-school transport (for both mainstream and SEN schools), social care transport and local bus contracts where LCC contribute to the cost of the route.

The scope of inspections varies – they can be full inspections of a route, inspections of vehicles, driver badge checks or inspections of the safety of pick-up/drop-off points. Inspections will take place to provide safe travel advice for pupils with complex needs and behaviours. A rolling program of inspections suggests that each establishment should be inspected every 18 months. Over **300** inspections have been carried out since November 2018 using new technology with inspections being completed on tablets.

**Open Report on behalf of Andrew Crookham, Executive Director of Resources**

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>10 June 2019</b>
Subject:	<b>Highways and Transport Scrutiny Committee Work Programme</b>

**Summary:**

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

**Actions Required:**

Members of the Committee are invited to review and comment on the work programme and highlight 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.

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.

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

## 2. Work Programme

<b>10 JUNE 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Holbeach Transport Strategy</b>	Teresa James, Senior Project Leader	<b>PRE DECISION SCRUTINY</b>
<b>Boston Transport Strategy</b>	Teresa James, Senior Project Leader	Review of the outcome of the proposed bid to the DfT for funding the development of an Outline Business Case to support the funding for the Boston Distributor Road.
<b>Review of the Highways Capital Programme</b>	Michelle Grady, Assistant Director Strategic Finance; Sam Edwards, Head of Highways Infrastructure	Review of the current Highways Capital Programme including any significant capital budget over or underspend or variances.
<b>Highways 2020 Update</b>	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
<b>Quarter 4 Performance Report (1 January to 31 March 2019)</b>	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information and progress against the NHT Public Satisfaction Survey 2017 Action Plan
<b>Passenger Transport Update</b>	Anita Ruffle, Head of Transport Services	Comprehensive update on a wide range of Passenger Transport related items.

<b>15 JULY 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Route and Place Based Transport Strategies Annual Report</b>	Sam Edwards, Major Schemes and Design Commissioner	Annual review of Route and Place Based Transport Strategies development.
<b>Traffic Management for Events</b>	Satish Shah, Highways Network Manager	Review of update/amendments to existing policy
<b>Advertising Boards on the Highway Guidance</b>	Satish Shah, Highways Network Manager	This document sets out the process for dealing with "Advertising sign boards" or A-boards and similar temporary structures on the highway'.
<b>Outcome of the Roundabout Sponsorship and Advertising Scrutiny Panel</b>	Chairman of the Roundabout Sponsorship and Advertising Scrutiny Panel	Outcome and recommendations from the Roundabout Sponsorship and Advertising Scrutiny Panel.

<b>16 SEPTEMBER 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Highways 2020 – Award decision</b>	Paul Rusted, Infrastructure Commissioner; Jonathan Evans, Senior Project Leader	<b>PRE DECISION SCRUTINY</b> Executive – 01 October 2019
<b>Winter Service Plan 2019</b>		<b>PRE-DECISION SCRUTINY</b>
<b>Quarter 1 Performance Report (1 April to 30 June 2019)</b>	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>Civil Parking Enforcement Annual Report 2018 - 2019</b>	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.
<b>Lincolnshire Connected</b>	Vanessa Strange, Accessibility and Growth Manager	Review of the Lincolnshire Connected document and future actions

<b>28 OCTOBER 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Highways 2020 Update</b>	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
<b>Engagement with Network Rail</b>	Network Rail	Annual engagement session with Network Rail which will include details of network performance and discussion of any key issues or concerns in Lincolnshire.
<b>Effective Highways Communication</b>	Satish Shah, Highways Network Manager; Georgina Statham, Highways Liaison Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.
<b>Highways Fault Reporting System Report</b>	Satish Shah, Highways Network Manager; Georgina Statham, Highways Liaison Manager	Update on the highways fault reporting system performance / response times.

09 DECEMBER 2019 – 10:00am		
Item	Contributor	Purpose
<b>Quarter 2 Performance Report (1 July to 30 September 2019)</b>	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

Items to be programmed

- **Coastal Highway** – Teresa James, Senior Project Leader – *Review of the first phase of work and initial report on possible options.*
- **Street Lighting** – Monitoring update on requests received under the reversal of part-night lighting protocol (Early 2020)
- **Parking Policy and Strategy** - Matt Jones, Parking Services Manager - Consideration of an updated version of Lincolnshire County Council's parking policy and strategy. (TBC)
- **Highways England** – The Committee have requested engagement with Highways England at a future meeting.
- **East Midlands Rail Franchise** – The Committee have requested to meet with the successful bidder for the next franchise later in 2019 (October 2019)
- **Review of Cycling Strategy** – Philip Watt, Cycling Officer
- **Review of revised arrangements for Lincolnshire's Local Access Forums** – Chris Miller, Team Leader, Countryside Services (April 2020)
- **TransportConnect - Teckal Company Annual Report** – Anita Ruffle, Group Manager Transport Services (April 2020)

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](mailto:daniel.steel@lincolnshire.gov.uk)

### 3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	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](mailto: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
I017556	Final Report from the Roundabout Sponsorship and Advertising Scrutiny Panel	3 September 2019	Executive	Highways and Transport Scrutiny Committee	Report	Senior Scrutiny Officer Tel: 01522 552164 Email: tracy.johnson@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director of Finance and Public Protection	No	
I017884	Highways 2020 Award	1 October 2019	Executive	Highways and Transport Scrutiny Committee; Commissioning and Consultancy Board; all functions within the Highways Service	Report	Senior Project Leader Tel: 01522 552368 Email: jonathan.evans@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Interim Executive Director of Place	Yes	All Divisions

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