



County Offices
Newland
Lincoln
LN1 1YL

6 September 2019

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 16 September 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, 16 SEPTEMBER 2019**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 15 July 2019	5 - 8
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Winter Service Plan 2019 <i>(To receive a pre-decision scrutiny report by Joe Phillips, Policy and Strategic Asset Manager, in connection with proposed amendments to the existing Winter Service Plan. This decision is due to be considered by the Executive Councillor for Highways, Transport and I.T between 16 September 2019 and 27 September 2019. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of his consideration of this item)</i>	9 - 98
6	Performance Report, Quarter 1 – (Apr 2019 – June 2019) <i>(To receive a report by Paul Rusted, Head of Highways Services, which sets out the performance of the highways service including the Major Highway Schemes Update, Lincolnshire Highways Alliance Performance, and the Highways and Transport Complaints)</i>	99 - 138
7	Highways and Transport Scrutiny Committee Work Programme <i>(To receive a report from Daniel Steel, Scrutiny Officer, in connection with the Committee's Work Programme. Members' comments are sought on the items for future consideration)</i>	139 - 144
8	Highways 2020 Contract Award Decision <i>(To receive a report by Paul Rusted, Head of Highways Services and Jonathan Evans, Senior Project Leader, which invites the Committee to consider a report on the award of the Highways 2020 Contract. The views of the Committee are sought before the report is considered by the Executive on 1 October 2019)</i>	To Follow

(NOTE: Some of the appendices to this report contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, and discussion of this information could result in the exclusion of the press and public)

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

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

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



**HIGHWAYS AND TRANSPORT
SCRUTINY COMMITTEE
15 JULY 2019**

PRESENT: COUNCILLOR B ADAMS (CHAIRMAN)

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

Executive Councillor R G Davies and Executive Support Councillor Clio Perraton-Williams (Highways, Transport and IT), attended the meeting as observers

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Karl Gibson (Senior Project Leader), Tracy Johnson (Senior Scrutiny Officer), Mick Phoenix (Network Management Commissioner), Paul Rusted (Head of Highways Services), Daniel Steel (Scrutiny Officer) and Karen Cassar (Assistant Director Highways)

12 WELCOME TO KAREN CASSAR, ASSISTANT DIRECTOR HIGHWAYS AND COUNCILLOR LINDA WOOTTEN, CHAIRMAN OF THE ROUNDABOUT SPONSORSHIP AND ADVERTISING SCRUTINY PANEL

The Chairman welcomed Karen Cassar, Assistant Director of Highways to her first meeting of the Committee and Councillor Linda Wootten, Chairman of the Roundabout Sponsorship and Advertising Scrutiny Panel, who was in attendance to present the report of the Panel. (minute 18).

13 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor R Grocock.

The Head of Paid Service reported that under the Local Government (Committee and Political Groups) Regulations 1990, she had appointed Councillor A H Turner MBE to the Committee, in place of Councillor R Grocock, for this meeting only.

14 DECLARATIONS OF MEMBERS' INTERESTS

No declarations were made at this stage of the meeting.

15 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORTATION COMMITTEE HELD ON 10 JUNE 2019

RESOLVED

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE
15 JULY 2019**

That the minutes of the previous meeting held on 10 June 2019, be approved as a correct record and signed by the Chairman.

**16 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND LEAD OFFICERS**

Executive Councillor R G Davies welcomed Karen Casser, the new Assistant Director Highways, to her first meeting of the Committee. Karen thanked everyone for their welcome and gave a brief history of her previous employment.

It gave him great pleasure to present the Municipal Journal Award won by the Council's Highways Management Team in the Highways Management category of the Municipal Awards 2019.

The Chairman, on behalf of the Committee, congratulated the Highways Management Team for the Award.

**17 ANNUAL UPDATE ON LINCOLNSHIRE COUNTY COUNCIL'S APPROACH
TO TRAFFIC MODELLING AND TRANSPORT STRATEGY
DEVELOPMENTS**

The Committee considered a report which provided an annual update on the Council's approach to traffic modelling and transport strategy developments.

Officers stated that the Boston strategy was in place and the Lincoln strategy was aware were still being developed and Gainsborough's had just started. Transport Boards had been established to oversee the development of the strategies. They comprised senior officers and elected members from both the County and District Councils. The three Boards covered urban areas in the main but and they also took in the surrounding areas where appropriate. It was proposed to establish Transport Boards for other areas in the county in the long term.

The Executive Support Councillor stated that positive feedback had been received on the establishment of the Boards.

Comments by members included:-

- The Boards should cover a wider geographical area. Officers stated that it was proposed to set up a board to cover Spalding and Holbeach and that Councillor C N Worth had been invited to attend this meeting as the local member. Following a request from Councillor C J T H Brewis it was agreed to invite him to this meeting as a local member and because of his interest in public transport.
- The establishment of Transport Boards while strategies were being developed was welcomed.
- This Committee should receive the minutes of the Transport Boards. This request would be raised with the Executive Councillor for Highways, Transport and IT.

- More interest was being shown by the public in the maintenance of cycle ways and footways.
- Irresponsible parking by vehicles on footways was a problem.
- More planning was required in the routing of cycle ways with the cycle way on Skellingthorpe Road given as an example where improvements were required. Officers stated that cycle ways in Lincoln area would be considered as part of the Lincoln Transport Strategy.
- The planting of wildflowers by the side of highways was becoming more popular with many Councils. Officers stated improvements to footways and the protection of verges for flora and fauna were planned. Footways were examined and prioritised for repair.
- Legislation in connection with irresponsible parking on footways was being examined by a Government Select Committee as this Committee had expressed concern about the lack of progress and parking on footways was likely to become a civil parking offence. The Executive Support Councillor stated that officers had been requested to examine the cost of providing wild flower verges.
- An enquiry was made in connection with whether the strategies would consider the implications of climate change. Officers stated that the UK's 2050 deadline for reductions in carbon emissions would be considered in the preparation of the Transport Strategies.
- Concern about the effects of the reduction in bus services in rural areas was expressed and was this issue considered by the Boards? Officers stated that the scope of the Boards was evolving and each Board would be considering public transport.

RESOLVED

- (a) That the report and comments made by members be noted and taken into consideration by the Local Strategy Boards.
- (b) That the Executive Councillor for Highways, Transport and IT consider whether the Committee should receive copies of the minutes of board meetings.

18 DRAFT FINAL REPORT FROM THE ROUNDABOUT SPONSORSHIP AND ADVERTISING SCRUTINY PANEL

The Committee considered the draft final report arising from the scrutiny review in to Roundabout Sponsorship and Advertising. Subject to the approval of the Committee, the report would be submitted to the Executive on 3 September 2019 for its consideration and response.

Councillor L Wooten, Chairman of the Scrutiny Panel presented the report and its recommendations and requested whether the report could be submitted to the meeting of the Executive on 1 October 2019, instead of 3 September 2019, as she and the Network Management Commissioner were unable to attend on 3 September. The Panel had made four recommendations regarding a revised policy and a proposal for a countywide scheme. The main issues considered included sponsorship of signage, content and size of signs, public liability insurance, signage

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE
15 JULY 2019**

planning issues and planting schemes. She placed on record her appreciation to members and officers who had helped in the scrutiny review.

Comments by members included:-

- The report was a very good report on a difficult subject.
- Support was given for the proposed countywide scheme to provide a consistent approach across the county and to cover areas where no other schemes existed.
- The main issue would be getting planning permission for the size of the signs installed on roundabouts.
- Control of the application process by the Council would provide consistency.
- The Highways Authority had the right to refuse signage on highway safety grounds.
- There was a need to avoid drivers being distracted especially at busy roundabouts. Riseholme and Carholme roundabouts in Lincoln were given as examples.

The Committee placed on record its thanks to the Scrutiny Panel and officers involved for all their hard work on this review and for producing an excellent report.

RESOLVED

That the Committee:-

- (a) Approves the attached draft final report and
- (b) agrees that the final report should be submitted to the Executive on 1 October 2019 for its consideration and response.

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

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

Following a request for an update on the Western Growth Corridor, it was –

RESOLVED

That the Work Programme be noted and updated accordingly subject to the Committee receiving a verbal report on the Western Growth Corridor at its next meeting and a written report at a later meeting.

The meeting closed at 11.25 am

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

Report to:	Highways and Transport Scrutiny Committee
Date:	16 September 2019
Subject:	Winter Service Plan 2019

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding proposed amendments to the existing highways Winter Maintenance Plan.

This decision is due to be considered by the Executive Councillor for Highways, Transport and I.T between 16 September 2019 and 27 September 2019. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of his consideration of this item.

Actions Required:

- (1) To consider the attached decision report and to determine whether the Committee supports the recommendations to the Executive Councillor for Highways, Transport and I.T.
- (2) To agree any additional comments to be passed to the Executive Councillor for Highways, Transport and I.T in relation to the Winter Service Plan 2019.

1. Background

The full Executive Councillor report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Highways and Transport Scrutiny Committee is requested to consider whether it supports the recommendations in the Appendix 1 and whether it wishes to make any additional comments to the Executive Councillor for Highways, Transport and IT.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

An EIA has been carried out and is attached to Appendix 1.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Winter Service Plan Executive Councillor Report (I018447)

5. Background Papers

This report was written by Joe Phillips, who can be contacted on 01522 553105 or joe.phillips@lincolnshire.gov.uk.

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

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and I.T.
Date:	Between 16 - 27 September 2019
Subject:	Winter Service Plan 2019
Decision Reference:	I018447
Key decision?	Yes

Summary:

This report sets out the proposed amendments to the Winter Service Plan for 2019/20, in line with Department for Transport (DfT) guidance and national best practice.

The report invites the Executive Councillor for Highways Transport and I.T. to approve the draft plan and its appendices attached to this report.

Recommendation(s):

That the Executive Councillor approves the Winter Service Plan 2019 as attached in Appendix A of this report.

Alternatives Considered:

1. Not to update the Winter Service Plan, continuing to operate on the 2018 version.

The revisions proposed will not be adopted leaving a discrepancy between national best practice and impeding the Network Resilience team's operational decision making process.

Not capitalising on forecast accuracy and full implementation of route based forecasting will result in unnecessary precautionary salting runs creating budget pressure and adverse implications through environmental impacts and on health and safety of the operator and the public.

Reasons for Recommendation:

The Winter Service Plan is updated annually so as to:

- Develop robust standards.
- Further implement proposed changes in national standards and best practice where appropriate.
- Update with the current operational service as undertaken by the Network Resilience team.
- Streamline the document to reflect current practice.

1. Background

- 1.1 The Winter Service Plan should be read as a supplement to the Highways Infrastructure Asset Management Plan, and sets out the policy and procedures required for Winter service management.
- 1.2 The statutory basis for Winter Service in England and Wales is Section 41 (1A) of the Highways Act 1980 which places a duty on highway authorities to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.
- 1.3 Lincolnshire County Council carries out precautionary and snow clearance treatments on the road network in accordance with this policy across the county. The policy only provides for roads for which the Local Authority has responsibility. Trunk roads (the A1, A52 west of Grantham and A46 County Boundary to Carholme Road Roundabout Lincoln) within Lincolnshire and their respective winter treatment are the responsibility of Highways England.
- 1.4 The revised Winter Service Plan takes into account the changes suggested by the "Well Managed Highway Infrastructure – A Code of Practice" document published in October 2016. This document, commissioned by the DfT, provides local authorities with guidance on how to develop a highways maintenance policy based on best practice.
- 1.5 The proposed Winter Service Plan 2019, has several changes detailed in appendix D and changes to the precautionary salting flow charts in both dry and wet conditions. This is based on Lincolnshire County Council's confidence in forecasting following a change of service provider, preventing unnecessary over-salting of the network. As well as changes to reflect Lincolnshire County Council's phased move towards the use of treated salt across all depots.
- 1.6 The document further outlines its approach towards resilience of the network in more detail, in line with the Code of Practice expectations. However, the Gritting routes have not been altered this year, as the road network has encountered no changes over the last year.

- 1.7 The Authority has the capability of calling upon 43 gritters strategically placed around the county, with 4 spare gritters utilised as back-ups. Treatment time of the entirety of the Precautionary Salting Network will take a maximum of 3 hours, as dictated within the policy. This Precautionary Salting Network will be treated based on the Route Based Forecasting system. This system uses weather forecasts and measures the predicted impact on the road network, highlighting where the essential needs for salting treatment, if required, are located. The system will be able to be fully embraced in 2019 due to the previously mentioned increased confidence in reporting.
- 1.8 The Winter Service Plan outlines that a minimum of 25,000 tonnes of salt is in stock at the start of the winter season, with a minimum of 15,000 tonnes available at any time throughout the season. Salt stock is managed within this Policy, which is compliant with the recommendations of national best practice and the expectations of the DfT.
- 1.9 In the winter of 2017/18, the Authority carried out 122 precautionary salting turnouts, and utilised 37897 tonnes of salt. Additionally there were 3 "snow days" where Severe Weather Routes were run and snow ploughing took place. This season (2018/19), there were only 61 precautionary salting runs using 13,485 tonnes of salt. This difference is a result of a much milder winter, without the severe weather events experienced in February/March of the 2017/18 winter.
- 1.10 A Winter Rally is scheduled to be undertaken in the last week of September 2019, as part of the final preparation for the Winter Season. This Winter Rally entails training and re-acquainting the gritter drivers with the vehicles and the route, optimising the vehicles and performing final checks on the equipment used throughout the process.

2 Proposed Changes

Decision Making

- 2.1 Lincolnshire County Council Duty Officers and Winter and Emergency Duty Officers work following:
 - Appendix E - Precautionary Salting for Dry or Damp Road Conditions Flowchart
 - Appendix F - Precautionary Salting for Wet Road Conditions Flowchart
 - Appendix G - Snow Clearance Flowchart

Road Surface Temperature Criteria

- 2.2 Appendix E and F have been amended to reflect national highlighted by NWSRG (National Winter Service Research Group) and industry best practice adopted by partner authorities through MSIG (Midlands Service Improvement Group). The change is to the road surface temperature required to begin to follow the decision process for ordering precautionary salting

reducing +1°C to +0.5°C. LCC officers have been able to make this recommendation due to increased accuracy of forecasting system.

- 2.3 The primary goal of this change is to reduce the potential for unnecessary precautionary salt runs. Over salting above necessary safety standards has adverse effects on the environment and health and safety, this change will also achieve a small saving.

Precautionary Salting Treatment Options

- 2.4 Appendix E and F have also been amended to allow the 10g/m² and 15g/m² precautionary salting treatment options when road surface temperatures are above -1°C previously only undertaken in the low season.
- 2.5 This reduction in spread rates of salt, are made again to reflect national guidance and best practice adopted by partner authorities.
- 2.6 Similarly to the above, the result in reduction of unnecessary salting of the network limits exposure of plant, benefits health and safety of the operator and public and reduces the adverse environmental impacts of over salting.

Treated Salt

- 2.7 Lincolnshire County Council adopted the use of Treated Salt (brown salt) in 2018-19; this will be continued in 2019-20 moving away from the use of the pre-wetted system. Reasons for which were outlined in the report for the Winter Service Plan 2018 highlighting that, it was economical in spread rates alone, but the operational overheads for plant and brine facilities made it more expensive than the more recently developed Treated Salt method.
- 2.8 Network Resilience and the Winter Service operated the depots with 4 Pre-Wetted and 4 Treated Salt in 2018-19 in 2019-20 the depots are set up for 2 Pre-Wetted and 6 Treated. This leaves the Winter Service in line to have fully adopted the use of Treated Salt in 2020-21.
- 2.9 The depots in 2019-20 will operate as such:
- Manby and Chainbridge Depots – 10 Gritters + 2 spare Gritters utilising the Pre-Wetting system.
 - Willingham Hall, Horncastle, Thurlby, Ancaster, Sturton by Stow and Pode Hole – 33 Gritters + 2 spare Gritters utilising the treated salt system.

Route Based

- 2.10 The ability to utilise the route based forecasting system was impeded in previous years due to inaccuracy, with a change of service provider in 2018-19 renewed confidence in reporting has enabled several desired changes to be recommended as above.

2.11 This includes the application of route based decision making, again this is beneficial to avoid over salting of the network. A reduction in overall runs across the network that would be considered unnecessary following this method would result in a saving and as before reduced exposure of the workforce and public to the activity.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

The Equality Act has been taken into account in this instance and an Equality Impact Analysis is attached at Appendix C. This review of the Winter Maintenance Plan is considered to have an impact as the strategy is at a high level of generality and is positive in its impact on people with a protected characteristic when compared with people who do not share that characteristic. Please review the Equality Impact Analysis in Appendix C for more information.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The effect of revisions to the Winter Maintenance Plan on the JSNA and JHWS has been considered and deemed to have a positive impact. Our salting provisions are considered to be a means by which to ensure safety and subsequent health and wellbeing.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the proposed changes to the Winter Maintenance Plan will have no direct impact.

3. Conclusion

Following consideration of the report by the Scrutiny Committee, the Executive Councillor is requested to consider whether to approve the changes implemented in the Winter Service Plan as set out in Appendix A. The Winter Service Plan 2019 will then become operational from the 1 of October 2019.

4. Legal Comments:

The Council has the power to adopt the Winter Maintenance Plan in the form attached at Appendix A. The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

5. Resource Comments:

There is sufficient resource within the currently approved revenue budget for this service to undertake the activity as set out in the proposed Winter Service Plan.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The report will be considered by the Highways and Transport Scrutiny Committee at its meeting on 16 September 2019. Any comments from the Committee will be presented to the Executive Councillor for Highways, Transport and I.T prior to him taking a decision.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

An EIA has been carried out and is attached in Appendix C.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Winter Service Plan 2019
Appendix B	Winter Data Report
Appendix C	Equality Impact Analysis for the Winter Service Plan
Appendix D	Summary of Change for the Winter Service Plan

8. Background Papers

Document title	Where the document can be viewed
Well Managed Highways Infrastructure	http://www.ukroadsliasongroup.org/en/codes

This report was written by Joe Phillips, who can be contacted on 01522 553105 or joe.phillips@lincolnshire.gov.uk .

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Winter Service Plan



September 2019

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1. General

1.1. Key Points

PRECAUTIONARY SALTING NETWORK

The Lincolnshire County Council prioritises 3,008 km of its road network in the form of a Precautionary Salting Network.

TRIAGE

A Triage of Escalation as a response to Severe Weather. The Resilient network (minimum winter network) will be the first priority to be made safe during a severe weather event. The Precautionary Salting Network is the subsequent priority and Severe Weather routes will be considered as a third priority.

ROUTE BASED FORECASTING

The Winter Service has moved away from solely temperature-based forecasting to a Route Based Forecasting system which improves efficiency and achieves better value for money. Innovations in forecasting technology now allow the Forecast Service Provider to provide a "route based forecast", which is effectively an individual forecast for each of the 43 precautionary salting routes, each of which is divided into multiple sections. Temperature, however, continues to form part of the decision-making process alongside Route Based Forecasting

SALTING STOCK

A minimum of 25,000 tonnes of salt should be in stock at the start of the winter season, with a minimum of 15,000 tonnes available at any time across the county. These salt stocks are kept under cover within our local highways depots.

PRE-WETTING SYSTEM AND TREATED SALT

A system of Pre-Wetting is operational in two depots facilitating better gritting of the roads by helping the salt stick to the road, making the salting process less dependent on weather conditions. The Pre-wetting system sprays the salt with a Brine solution which causes the salt to go into a chemical reaction which facilitates de-icing without the need for vehicles to drive over the salt. Treated Salt will be utilised in six depots from the 2019/20 season. This consists of brown salt that has been treated with a natural agricultural by product such as "Safecote", and provides similar benefits to the pre-wetting system.

1.2. Introduction

- 1.2.1. A Highway Infrastructure Asset Management Plan is produced and updated annually. This plan sets out standards, policy and objectives for the highway network. The Winter Service Plan is a supplement to the Highway Infrastructure Asset Management Plan.
- 1.2.2. Lincolnshire County Council carries out precautionary and snow clearance treatments on carriageways and footways in accordance with this approved policy across the County.
- 1.2.3. All Trunk Road treatment is carried out by Highways England's Contractors as part of the Area 7 agency, which is run by Highways England. The Trunk Road network includes the A1, A52 west of Grantham and A46 County Boundary to Carholme Road Roundabout Lincoln.
- 1.2.4. There are eight operational depots in the County. These are located at Sturton by Stow, Willingham Hall, Manby, Horncastle, Ancaster, Thurlby, Chainbridge and Podington.
- 1.2.5. All operations are carried out taking regard of National Guidance and Best Practice contained within the following documents:
 - Section 7 of *Well Managed Highway Infrastructure – A Code of Practice*
 - National Winter Service Research Group Practical Guide for Winter Service.
- 1.2.6. Winter Service will operate and prioritises on the basis of Safety, Serviceability, Sustainability and Customer Service.

2. Policy

2.1. Resilient Network

- 2.1.1. Within the new 'Well-Managed Highway Infrastructure' Code of Practice it was highlighted and recommended that each Local Authority should have a Resilient Road Network.
- 2.1.2. The Code of Practice describes a resilient network as a road network which "receives priority through maintenance and other measures in order to maintain economic activity and access to key services during disruptive events." This Road network includes crucial economic routes whilst taking into account repeat weather events and additional local factors.
- 2.1.3. Another element to generating a Resilient Network is defining a Minimum Winter Network linking into this road network. It is Lincolnshire County Council's policy to maintain a focus on the key parts of our road network when severe weather events arise by developing a Minimum Winter Network linked into the Resilient Network system.
- 2.1.4. Lincolnshire County Council's Resilient Network identifies all the critical routes within the County which are classed as priority in severe weather incidents. This takes into account connectivity to major communities, access to emergency services, links to all critical infrastructure and transport hubs, repeat weather events and additional local factors.
- 2.1.5. Lincolnshire County Council's Resilient Network consists of the statutory A and B Roads map layer and the drawn on routes within the main towns that consider the essential points which are included in the Code of Practice. The main elements to determine inclusion are:
 - connectivity between major communities;
 - links to the strategic highway network;
 - connectivity across authority boundaries where appropriate;
 - links to transport interchanges;
 - access to emergency facilities including Fire and Rescue, Police, Ambulance Services and hospitals;
 - links to critical infrastructure (ports, power stations, water treatment works etc);
 - principal public transport routes, access to rail and bus stations, and to bus garages and other depots; and
 - other locally important facilities.
- 2.1.6. Consultation on the Resilient Network has taken place between internal and external partners to determine the routes, with organisations such as Utility companies and Emergency Services being consulted.

2.2. Precautionary Salting Network

2.2.1. Winter Service operations will give priority to a 3,008 km network of priority routes, as shown in Appendix J, which have taken into account historical treatment and public awareness. This network is defined as:

- 1,200 km Lincolnshire Local Strategic Road Network which includes the A and B road network.
- Links to all the County's main villages, as defined in Appendix A.
- Where physically possible, treated links to within at least 500 m of all primary and secondary schools.
- Links between all main NHS hospital and the treated network.
- Links between all railway and bus stations and the treated network.
- That the incorporation of certain combined public service/school bus routes into the priority network be considered. However their inclusion be based upon criteria taking into account historical accident data, pupil numbers and geographical risk factors. It should be noted that all public service/school bus drivers are professional PSV drivers trained to drive in winter weather conditions.

2.2.2. All treatments shall be carried out using appropriate action for the prevailing conditions in accordance with national guidance and best practice. Winter service operations comprise precautionary salting and snow clearance. It is not realistic to treat the entire county's 8,999 km road network and first call on resources is given to a 3,008 km network of priority routes.

2.2.3. All future requests for roads to be included into the Precautionary Salting Network will be evaluated against the above criteria. Where ever practicable there will be continuity with cross border routes. All requests for additions to the Precautionary Salting Network will be considered and rated against a set of objective criteria with the assistance of a Network Evaluation form. The findings will be summarised and a report presented to the Executive Councillor for Highways. This will be completed out of season as detailed in Appendix B.

2.2.4. Roads not on the Precautionary Salting Network and footways are not normally treated on a precautionary basis, the exception being at times of Severe or Extreme forecasts of snow as defined in [Section 2.3](#).

2.3. Severe Winter Weather and Extreme Winter Weather

- 2.3.1. Severe Winter Weather is defined as persistent widespread ice (rather than frost) or snow for more than 18 hours in a 24 hour period and a forecast not to rise above zero for a further 18 hours in the next 24 hours. Or a forecast, with a high confidence of significant snowfall resulting in accumulations of 5 cm or more or where drifting is expected and conditions are forecast to persist for at least 24 hours.
- 2.3.2. Extreme Winter Weather is defined as a period of widespread prolonged snow, following a period of Severe Winter Weather, of sufficient depth to cause disruption to both the treated and non-treated highway network. During periods of Extreme Winter Weather there may not be sufficient Lincolnshire County Council resources available to treat either the severe weather route network or the footway networks, in addition to keeping the Precautionary Salting Network open. In these circumstances additional resource will be considered. The Executive Director of Place, as a Category 1 Responder, will declare an Emergency under the Civil Contingencies Act 2004 and call for the setting up a Strategic Co-ordination Group ([see Section 3.6](#))
- 2.3.3. The definition of Severe and Extreme weather in a winter service context seeks to ensure consistency and define a standard when the public can expect the treatment of severe weather routes and footways to commence.

2.4. Severe Weather Routes

- 2.4.1. The Severe Weather Network for winter service operations contains routes that enable accessibility to important local services and villages. It consists mainly of carriageways leading to communities not covered by the Precautionary Salting Network.
- 2.4.2. The Severe Weather Network will only be gritted in times of severe or extreme weather, and after the security and accessibility of the Minimum Winter Network and Precautionary Salting Network has been assured by the Network Resilience Team.
- 2.4.3. The Network Resilience team will prepare a network of severe weather highway routes reflecting the above policy and will treat in whole or in part according to prevailing conditions.
- 2.4.4. Using the expertise and local knowledge from Local Highways Managers alongside effective Asset data regarding the County's road network, the Severe Weather routes will incorporate a set of defined carriageways leading to important local facilities.
- 2.4.5. For reasons of safety, normally roads on the Severe Weather Network will only be treated during the hours of daylight.

2.5. Treatment Priorities: Triage System

- 2.5.1. At times of Severe or Extreme Winter Weather and/or prolonged Winter Weather, as defined in section 2.2, Network Resilience will instigate a Triage System ensuring there is a robust approach in the way the road network is managed and the gritting routes are prioritised during severe winter weather. The treatment priorities will be as follows:
1. Minimum Winter Network, known as the Resilient Network defined in [Section 2.1](#)
 2. Carriageways on the approved 3,008 km Precautionary Salting Network as defined in [Section 2.2](#)
 3. Carriageways on the Severe Weather Network as [Section 2.4](#)
 4. Footways in accordance with. [Section 2.6](#)
- 2.5.2. The triage system will ensure the Minimum Winter Network routes; all included in the Resilient Network, are gritted and cleared as a first priority. The Precautionary Salting Routes will then be gritted as soon as the Resilient Network has been cleared and preserved. Following this and/or if the severe weather prevails Network Resilience will prompt the gritting on the Severe Weather Routes.
- 2.5.3. When dealing with snow bound or compacted ice on carriageways, treatments employing a mixture of salt and grit/sharp sand shall be first choice. In times of extremis and to aid traction, grit on its own should be considered for routes not on the Precautionary Salting Network and the Footway Network.
- 2.5.4. Variations in the above priorities may be necessary to suit local conditions and the efficient planning of treatment routes. Liaison between Districts will be undertaken prior to treatment of the Severe Weather Routes to ensure a consistent standard of service with adjacent areas when dealing with severe frost.
- 2.5.5. Remedial treatment decisions are based on the above priorities and knowledge of local conditions.

2.6. Footway Treatment

- 2.6.1. During periods of Severe or Extreme Winter Weather the treatment of footways will be considered when resources permit. Footways to be treated will reflect their importance in the County's footway hierarchy as defined in the Highways Asset Management Plan. The footway priority network for winter service operations, in descending order of importance, consists of:
1. Hierarchy 1a. Each Area will keep a list of footways in and around Transport Interchanges, including footways to main car parks, designated Hierarchy 1a. The designation 1a will be for winter service purposes only.
 2. Hierarchy 1 and 2 footways.
 3. Hierarchy 3 footways with gradients greater than 1 in 10 longitudinally, for longer than 50 metres.
 4. Other Hierarchy 3 footways.
 5. Hierarchy 4 footways.
- 2.6.2. When a period of Severe or Extreme Winter Weather, as defined in [Section 2.3](#), is experienced or forecast consideration will be given to treating Hierarchy 1a footways prior to the onset of these conditions.
- 2.6.3. Lincolnshire County Council has adopted the Midlands Service Improvement Group (Winter Maintenance) – Winter Service for Footways and Cycleways – Treatment Table as the winter service standard for footways and cycleways. See Appendix D.

2.7. Weather Stations

- 2.7.1. A system of local weather stations will be operated and used both to feed into the weather forecast model and to monitor local conditions. A professional forecasting service will be used to guide treatment decisions.
- 2.7.2. Lincolnshire County Council has, in conjunction with Highways England, installed 22 remote weather stations at sites which cover the different climatic zones within Lincolnshire, of which 12 are used for forecasting.
- 2.7.3. Information from these sites is supplemented by information from adjacent sites in other Counties and fed into the weather forecast model. It is also used to check on temperature (air and road), humidity and wind speed. The sites enable both improved local forecasts to be obtained and actual conditions monitored. All the information can be accessed using a desktop/laptop PC, or on smartphones/tablets.

2.8. Decision Making

- 2.8.1. During the winter service period of 1st October to 30th April, trained Lincolnshire County Council staff (Duty Officers) will monitor weather forecasts and weather conditions on a 24 hour basis. This will enable treatment decisions to be tuned to changing winter weather conditions. The Duty Officer is authorised to make certain winter service treatment decisions as detailed below:
- During the normal working day there will be a Duty Officer on duty who is authorised to make precautionary salting treatment decisions.
 - In addition, the Duty Officer will control all footway and Severe Weather Route treatment and during times of snow will liaise with Local Highway Managers and the Incident Control Rooms.
 - The Duty Officer will also be available for consultation at all times.
- 2.8.2. At all other times winter service operations will be monitored and controlled by the Winter and Emergency Duty Officer on shift. These officers are authorised to make precautionary salting treatment decisions only. They will consult with the Duty Officer to maintain an input to all actions.
- 2.8.3. All Staff making winter service decisions shall be suitably trained. Competence is demonstrated by the following:
1. Completion of the MeteoGroup Road Weather Training Course
 2. Completion of the Vaisala Winter Weather Scenario Training
 3. Within a 5 year period, completion of one of either the above courses as a refresher.
- 2.8.4. Guidance on the decision making process is contained within flowcharts at Appendix E, Appendix F and Appendix G.

2.9. Response Times

- 2.9.1. The response required from the Term Contractor on the Precautionary Salting Network when an urgent precautionary salting call-out is notified is:
- Spreaders to be loaded and depart from operational bases within 1 hour.
 - All routes to be treated within four hours of spreaders leaving the depot.
- 2.9.2. Initial decisions are to be notified to the Highway Works Term Contractor by 12:00 every day. Where possible, longer notice is given to the contractor of the time when treatment is to be started.
- 2.9.3. The winter service contract includes for a 1 hour response time. The treatment time for all routes is less than 3 hours.

2.10. Grit Bins

- 2.10.1. Salt/Grit bins will be provided and maintained on request if the location meets criteria set out in Appendix C and a responsible body undertakes to:
- Spread salt/grit when necessary; and
 - Inform the Network Resilience Team when it needs refilling
- 2.10.2. Salt/Grit bins shall only be filled with a 50/50 mixture of salt and grit/sharp sand.
- 2.10.3. These bins are provided on a self-help basis to local communities to treat known local trouble spots on the public highway not covered by the Priority Route Network.
- 2.10.4. A responsible body shall be defined as a parish or town council, residents association or educational establishments. Lincolnshire County Council will only accept requests from those who would act as a responsible body.
- 2.10.5. Salt/Grit bins will not be provided at sites which are prone to vandalism or other damage or where they have waste put in them.
- 2.10.6. Evaluation for additional Salt/Grit Bins requests will be carried out before each winter season. All requests will be considered and rated against a set of objective criteria with the assistance of Grit Bin Evaluation Form. This will be completed out of season as detailed in Appendix C.

2.11. Budget

- 2.11.1. The Budget for winter service will be based on expenditure in an average winter with annual fluctuations catered for by the Adverse Weather Reserve Fund.
- 2.11.2. Winter service expenditure in any single financial year is subject to the vagaries of the winter weather. Hence there can be large unpredictable fluctuations between years. The normal practice has been that in a Severe/Extreme Winter for the excess expenditure over the budget to be financed from the reserve fund and in a mild winter the savings used to replenish the reserve.

2.12. Plant

2.12.1. To ensure it has sufficient resources for its winter service operations Lincolnshire County Council will provide as a minimum:

- 43 Front line gritters
- 4 spare gritters
- 1 snow blower attachment
- 47 snow ploughs
- 8 operational centres at which gritters and salt supplies will be based
- At the start of each winter season there will be a minimum of 25,000 tonnes of salt in stock.

2.12.2. The above resources will not always be needed but are the minimum deemed necessary to provide a reasonable level of service in all but the most severe conditions. At such times extra resources, including plant and labour, are hired in as necessary and as available.

2.12.3. Before the start of each winter season agreements are made with local farmers, hauliers and other contractors on such matters as plant and labour availability and hire rates.

2.13. Cross-Boundary Agreements

- 2.13.1. Lincolnshire County Council will enter into cross border agreements to maximise efficiency and consistency of treatment with adjacent authorities on reciprocal treatment arrangements on certain roads. Where this occurs each authority will treat the section of road concerned in accordance with their authority's winter service policy and in agreement with an exchange of letters under Section 8 of the Highways Act 1980.

- 2.13.2. [Section 3.10](#) contains a list of agreed cross boundary routes.

2.14. Road Not Gritted Signs

- 2.14.1. Lincolnshire County Council will not erect any additional permanent “Road not gritted” signs on the network.
- 2.14.2. Existing signs on the network will continue to be maintained.

2.15. Mutual Aid Arrangements

2.15.1. Mutual Aid arrangements shall be prepared, where possible, with all other Category 1 responders as defined under the Civil Contingencies Act 2004. These will come into operation during periods of Extreme Winter Weather as defined in [Section 2.2](#).

2.15.2. An agreement in principle has been reached with the local NHS Trust to maintain access to all critical hospital sites within the county, which include:

- Lincoln County Hospital
- Grantham Hospital
- Pilgrim Hospital Boston
- John Coupland Hospital, Gainsborough
- Louth Hospital
- Skegness Hospital
- Johnson Hospital Spalding.

2.15.3. The main access route into and through all of the above establishments will be maintained by a mainline gritter during this period if the local NHS Trust resources cannot cope. Salt may also be provided to enable the footways within the hospital grounds to be treated, with the NHS utilising its resources to maintain access on adjacent public highway footways. The above is subject to resource constraints at the time.

3. Procedures

3.1. Decision Making Process

- 3.1.1. The Duty Officer is in receipt of winter weather forecasts by approximately 11:00 daily and an instruction relating to precautionary salting normally will be passed to the Term Contractor by 12:00 on the same day. The instruction will be passed using the Bureau Service Provider's winter maintenance management software.
- 3.1.2. The Winter and Emergency Duty Officers will be responsible for decisions during any other time.
- 3.1.3. The decision relating to salting may take one of several forms:
 - **Standby A:** Confirmed salting of all or specified routes where drivers and operators are to be given details of timings, salt loads and rate of spread.
 - **Standby B:** Confirmed stand-by for a possible requirement for salting of all or specified routes where drivers are to report to the operational centre and to be immediately available to perform duties as required by the Lincolnshire County Council.
 - **Standby C:** No action at present but drivers to remain available to go if required over the next 24 hours.
 - **Standby D:** Precautionary salting is unlikely to be required over the next 24 hours.
- 3.1.4. Response times are defined as the period between issuing instructions to carry out salting and the vehicles are loaded, manned and ready to leave the depot. On all salting operations, the response time shall not exceed one hour unless approved by the Duty Officer regardless of the time of day or night that the instruction is given. The Highway Works Term Contractor shall ensure that all manpower engaged upon these operations can achieve this specified response time.
- 3.1.5. Standby is a requirement for drivers and operatives to report at a specified time to the depot in readiness to carry out winter service operations. This item will also apply in the event of a precautionary salting run abandoned before vehicles have left the depot.
- 3.1.6. Decisions will only be made by members of staff who comply with the requirements in [Section 2.6](#).

3.1.7. Decisions will be made using the Precautionary Salting Flow Charts found at Appendix E, Appendix F and Appendix G and will take into account other factors including:

- Any expected residual salt level based on professional experience and utilising the grip factor readings from the roadside weather station system.
- Professional guidance from the Forecast Service Provider.
- Decision to treat only part of the priority network can be taken utilising Route Based Forecast.

3.1.8. It is acknowledged, that on occasions, part(s) of the Precautionary Salting Network may experience localised isolated or limited extents of ice/hoar frost, such as bridge decks. This is due to local meteorological conditions. In these circumstances no treatment will take place; it is the primary responsibility of the motorist to take care of their own safety.

3.2. Salt, Salt Storage and Brine Making Facilities

- 3.2.1. Where possible all salt stocks will be kept under cover in salt barns. Where this is not possible, all external salt stocks will be kept covered using waterproof sheeting systems.
- 3.2.2. All salt will be regularly tested for compliance with standards set out by Lincs Laboratory.
- 3.2.3. Lincolnshire County Council utilises a combination of Treated Salt and a Pre-wetting system to grit its network.
- 3.2.4. The pre-wetting system sprays a high quality white marine salt with brine solution which facilitates the de-icing process. The brine for this process is made by brine making facilities installed in winter service depots around County. Brine making facilities are provided at Manby , and Chainbridge depots. 10 Gritters + 2 spare Gritters will be utilising the pre-wetting system
- 3.2.5. Treated salt operates with brown salt that has been treated with a natural agricultural by product such as "Safecote". Such treatment causes the salt to adhere to the carriageway, making it less susceptible to losses from wind and allowing for lower spread rates. This product provides many of the advantages of pre-wet salt but without having to invest in Brine Facilities or modifications to gritters. Treated Salt will be stored in the Willingham Hall, Horncastle, Thurlby, Ancaster, Sturton by Stow and Pode Hole Depots. 33 Gritters + 2 spare Gritters will be utilising the treated salt system.
- 3.2.6. The Treated Salt will be managed using a stock management system which will allow for regular topping up of the salt stock. It is Lincolnshire County Council's policy to top up its treated salt stock after the use of 500 tonnes of salt per depot

Ordinarily salt stocks shall be maintained to ensure a minimum of 15,000 tonnes is available at any one time across the county, with a minimum of 25,000 tonnes available at the start of the season. This has been altered recently in accordance with national standards/practices that have been developed for nationwide snow conditions.

- 3.2.7. All brine is made to a nominal 23% saturation.

3.3. Precautionary Salting

- 3.3.1. Roads off the Precautionary Salting Network are not normally treated on a precautionary basis. They may only be treated due to localised factor such as a burst water main or standing water due to field runoff.
- 3.3.2. Precautionary salting may also be carried out on Severe Weather Routes when prolonged low temperatures, with attendant risk of icy roads, or persistent frosts occur in accordance with [Section 2.2](#) and [Section 2.13](#).
- 3.3.3. 43 dedicated front-line gritters shall be utilised for precautionary salting.
- 3.3.4. 4 spare gritters shall be utilised as back-ups to front line gritters, located strategically at depots across the County.
- 3.3.5. Treatment time shall be a maximum of 3 hours.
- 3.3.6. Any Precautionary Salting Route not completed when road temperatures rise above 0.5 degrees Centigrade will be reviewed by the Winter and Emergency Duty Officer and a decision made whether or not to stop salting.
- 3.3.7. Network Resilience staff will have access to the Bureau Service Provider's Management system and the Forecast Service Provider's systems.
- 3.3.8. In the event of uncertain weather forecasts, decisions should be weighted in favour of salting.
- 3.3.9. The winter service season is divided into two periods:
 - High Risk - November to March
 - Low Risk - October and April (Instructions are only issued when salting is required.)
- 3.3.10. Lincolnshire County Council will not respond to requests for treatment off the gritted network by the Police, unless as detailed in 3.3.1.
- 3.3.11. Precautionary spreading operations are carried out utilising either treated or pre-wet treatments at a ratio of 70/30 dry salt to brine.

3.4. Treatments for Snow, Ice and Freezing Rain

- 3.4.1. Lincolnshire County Council has a statutory duty under Section 150 of the Highways Act 1980 to remove obstructions. Snow is considered to be an obstruction when it impedes the use of the road network.
- 3.4.2. The Forecast Service Provider will provide National Weather Warnings if any sizeable accumulations of snow are expected.
- 3.4.3. The following are treatments timings for snow and ice:

Timing of Treatment	Treatment Type
Before snowfall and freezing rain	Salt spreading
During freezing rain, or where there are minor accumulations of ice	Salt spreading
After snowfall when there is slush on the road	Ploughing Salt spreading
After snowfall when there is compacted snow or ice on the road	Ploughing Salt spreading Salt and abrasives mixtures Abrasives only

- 3.4.4. When snow is forecast advanced salting at 20g/m² dry will take place on the Precautionary Salting Routes. Time permitting a further run may be carried out to increase salt coverage to 40g/m² dry. Pre-snow salting may be considered for Severe Weather Routes if time permits. This will provide a de-bonding layer and facilitate the breakup and dispersal of snow by subsequent treatments and traffic.
- 3.4.5. Depots which may be affected by the snow will be notified to Fleet Services, the external contractor responsible for the maintenance of the vehicles, to inform them of the impending falls. They will be asked to ensure that fitters will be available to change plough blades etc. at these depots when required.
- 3.4.6. If it is likely the snow blower will be required, the Network Resilience team will arrange for its use.
- 3.4.7. Snowfalls will be categorised into one of the following types:
- Heavy Snowfall – Over 100mm or moderate snowfall is drifting. Normally dealt with by ploughing.
 - Moderate Snowfall – Over 25mm and up to 100mm. Normally will be dealt with by ploughing and salting

- Light Snowfall - up to 25mm. normally will be dealt with by additional salting unless drifting occurs.
- 3.4.8. It is impractical to spread sufficient salt to melt more than very thin layers of snow and ice. Ploughing is the only economical, efficient, effective and environmentally acceptable way to deal with all but light snow. Therefore when snowfalls are forecast that could create plough-able conditions (25mm or greater) the Highway Works Term Contractor will be contacted to fit ploughs to gritters and to arrange crews for clearing and salting footways.
- 3.4.9. Each vehicle will be given specific routes to plough.
- 3.4.10. The modern Schmidt Cirrion and equivalent snow ploughs with ceramic or steel blades fitted to the gritter fleet are designed to plough back to the carriageway surface (plough to black).
- 3.4.11. When Heavy Snowfall is forecast, the Network Resilience team will contact respective Contractors and farmers to arrange additional resources.
- 3.4.12. When prolonged falls are forecast, continuous ploughing to prevent snow build-up should commence. The ploughing can be combined with simultaneous salting at 20 – 40g/m² Dry (Abrasive mixture 50/50 mixture of sand/salt to be considered) so that a wet base can be maintained. Once the snow depth has reached 100mm or the snow is drifting, or the gritter is salting on a gradient it may be desirable to plough without salt. (The salt should still be loaded as it will aid the traction of the gritter to the maximum legal weight limit of the vehicle. (i.e. (as a general rule) if the plough is fitted then the vehicle can carry a full hopper load of salt provided that the brine tanks are empty of solution.)
- 3.4.13. Roads with vertical speed humps will not be ploughed. Vertical speed humps must be detailed on all route cards for the driver, as their presence constitutes a driving hazard whilst carrying out ploughing operations.
- 3.4.14. As snow melts due to the action of salt, slush may build up on the road. Ploughing may have to continue to remove this slush build up.
- 3.4.15. If conditions deteriorate to an extent that resources cannot maintain the Precautionary Salting Network then certain roads will have to be abandoned.
- 3.4.16. Resources can be redeployed to maintain essential roads and when necessary be used to assist the emergency services in particularly urgent/life threatening situations. In these conditions the snow room maybe set up in accordance with Lincolnshire County Council's Emergency Plan, at the Emergency Planning Centre.

3.4.17. When conditions improve such that the Precautionary Salting Network is satisfactorily cleared then resources will then be directed to clearing firstly severe weather routes and then other routes in order of importance. Crews will be directed to clear other footways only after hierarchy 1a footways have been cleared and treated as set down in [Section 2.4](#).

3.4.18. Snow Clearance Priority:

1. Minimum Winter Network
2. Precautionary Network (including access to emergency services buildings)
3. Severe Weather Routes.
4. Other important locations (including essential industrial and military establishments, mainline stations, bus garages, shopping centres, schools and pedestrian areas).
5. Other Commuter routes.
6. Single accesses to villages, hamlets and rural communities.
7. Residential roads and footways.
8. Roads to single premises.

3.4.19. When snow clearing is in operation it is vitally important to liaise with neighbouring Districts and adjacent Authorities, particularly when moving from precautionary salting to snow clearing or vice versa, to avoid non-treatment of certain parts of the network. This is particularly important with reciprocal salting arrangements.

3.4.20. Priority should be given to footways in shopping areas and where there is a high proportion of pedestrian traffic, in accordance with [Section 2.4](#).

3.4.21. The snow blower shall be based at strategic locations close to known trouble spots on strategic routes and will be brought into action as necessary on the instruction of network management. Snow blowers should never be used on level crossings.

3.4.22. Level Crossings – Network Rail or the appropriate rail authority should be contacted when ploughing starts by Local Highways Officers. This is to ensure that railway tracks at level crossings are not blocked by snow.

3.4.23. Post-snow action – The following work shall be given consideration after snow operations:

1. Clear all gullies and drainage outlets of obstructions.
2. Sweep significant accumulations of grit from the carriageway and footways as soon as possible.
3. Thoroughly wash down all vehicles and lubricate gritting equipment.
4. Check all equipment and repair or replace all worn parts on snow ploughs, and report on plant performance to the network manager.
5. Salt stocks level should be closely monitored and replenished as necessary.
6. Inspect roads for frost damage and carry out any remedial work necessary to make the carriageway free of safety defects
7. Inspect bridges and culverts liable to flooding to ensure that they are clear of debris.
8. Carry out a survey of badly affected locations reporting to network management including a generalised assessment of other frost/snow/flood damage.
9. Sign defects where appropriate, ensuring "flood" boards and other relevant signs are available.
10. Network Resilience Team to evaluate overall performance in consultation with Local Highways Teams and Term Contract and Fleet Services Contract staff, and recommending changes to procedures to be incorporated into this document.

3.5. Snow Clearance Protocol

- 3.5.1. Between 17:00 and 08:00 and at weekends and at bank holidays the Network Resilience Manager will be contacted by the Winter and Emergency Duty Officer when snow begins to fall. At other times the Duty Officer is to maintain close contact with the Forecast Service Provider when snow is forecast.
- 3.5.2. Out of Hours, the Duty Officer will contact the following staff as soon as it has been determined that ploughs are to be fitted:
 - Network Resilience Manager
 - Local Highways Managers
 - Term Maintenance Contractor
- 3.5.3. If it is considered before the event that ploughs may be needed during the night, the Network Resilience Manager and Local Highways Managers should be aware of such action.
- 3.5.4. Snow Clearing operations based on the non-Precautionary Salting Network will be coordinated by the Network Resilience team in liaison with Local Highways Managers. Operational instructions will be passed to the Term Maintenance Contractor who will be based at the operational depots, plus other Contractors.
- 3.5.5. The Network Resilience Manager will normally be in overall control of decisions such as when the Precautionary Salting Network is satisfactory for moving to Severe Weather Routes.
- 3.5.6. The Network Resilience Team are to ensure that the details of plant in use are recorded on a daily basis during periods of snow.
- 3.5.7. In the event of a Network Operations Room being opened for snow conditions as part of a Level 1 Emergency (as defined in the Incident Response Plan as part of the Emergency contingency planning within Lincolnshire County Council) a road condition report will be completed by the Network Operations Room staff and forwarded to the Network Resilience team as soon after 09:00 as possible daily.
- 3.5.8. As soon as possible after the end of each shift/period the Network Resilience team will agree with the Highway Works Term Contractor the labour and plant used and finalise a daily plan report. This will form the basis of an agreed measurement duly signed by both Client and Contractors. Note: All contract item numbers to be agreed at this stage.

- 3.5.9. The agreed report will also contain details of salt and grit used which should be used to update records of salt stocks.

- 3.5.10. During snow operations where Contractor Patrol Crews (a two man team from the Contractor) are employed between the hours of 19:00 and 06:00, although allocated to predetermined routes, the Winter and Emergency Duty Officer may be required to direct these crews to other locations within the County. A detail log of action should be emailed by the Winter and Emergency Duty Officer to the relevant Local Highways Manager by 06:00 the following day.

3.6. Snow Room (Multi – Agency Emergency)

- 3.6.1. The Executive Director of Place, as a Category 1 Responder, will declare an Emergency under the Civil Contingencies Act 2004 and call for the setting up a Strategic Coordination Group – see [Section 2.2](#) for further details. This will be in accordance with the Lincolnshire Resilience Forum's Severe Weather Plan and Lincolnshire County Council's Incident Response Plan.
- 3.6.2. The following organisations may have representatives in the snow room when it is in operation:
 - LCC Highways & Transportation
 - Lincolnshire Police
 - Lincolnshire Fire Brigade
 - Health Authority Ambulance Service
 - District Councils
- 3.6.3. The Snow Room will be set up in the Civil Contingencies Centre at Fire & Rescue Headquarters.
- 3.6.4. The Police will inform Highways & Transportation, when the actual/expected levels of public calls become significantly greater than normal switchboard manning can handle or there is an increase in road traffic collisions.
- 3.6.5. The Winter and Emergency Duty Officer will transfer to and operate from the Snow Room.
- 3.6.6. Once the decision is made to open the snow room it should be activated as quickly as possible. This should be within 4 hours.
- 3.6.7. The main task of the Highways Representative once communications are established is to make contact with each Local Highways Manager to determine the initial status of the County's roads. This information is then plotted on the wall map in the snow room.
- 3.6.8. Once sufficient information is available and the public phone lines are in operation through the Customer Service Centre, these phone numbers are broadcast by local radio thus enabling the public to make contact. The Executive Director of Place is then informed that the snow room is "going public".
- 3.6.9. The primary task of the Highways Representative is to maintain a constant flow of up to date information to the other liaison officers and the public phone desks. Information is then circulated in the snow room.

- 3.6.10. Local knowledge of villages and the road network should be passed by Local Highways Staff to the Highway Representative.
- 3.6.11. The Highways Representative has no dealings in the operational role of controlling snowploughs, other vehicles or the control of the labour force except in an emergency situation (in agreement with relevant District).
- 3.6.12. The police will trace owners of abandoned vehicles and contact them.
- 3.6.13. A supply of forms and copies of "Winter Maintenance Route" maps are kept for reference purposes.
- 3.6.14. Police emergencies are mainly missing person problems. This is usually dealt with at Police Divisional level, but where a significant problem occurs then this is transferred to Police Headquarters. In both situations the police may request that the snow clearing vehicles are asked to keep a look-out for people or bodies on the highway in certain specific locations. This request is passed initially to the Network Manager who may authorise direct contact between snow clearing vehicles and the snow room for further updates.
- 3.6.15. Fire and medical emergencies usually concern blocked roads on the route to a life and death situation which requires Lincolnshire County Council to assist in clearing passage for vehicles to their destination and return. In this case it is the responsibility of the Network Manager to arrange reallocation of resources.
- 3.6.16. In an emergency situation, after the initial reaction has been dealt with, then the Executive Director of Place must be informed of any changes in the situation and the final outcome.
- 3.6.17. The callout of RAF/Army equipment (helicopters, ambulances, firefighting and snow clearance equipment) is in the hand of relevant emergency services and Assistant Director (Highways) or Executive Director of Place. The Highways Representative in the snow room has NO authority to call upon this equipment, but when such equipment has been called upon then liaison is the same as above.
- 3.6.18. This process forms part of a Level 3 Response as defined in Lincolnshire County Council's Incident Response Plan as a Highways and Flood Authority. For smaller scale severe weather events, the Level 0, 1 and 2 processes in this document will be followed.

3.7. Media

- 3.7.1. Coverage by the media of winter service and particularly snow clearance is important in making the public aware of the service provided and what roads are open or closed.
- 3.7.2. Lincolnshire County Council will need to establish working arrangements with the local media to enable the presentation of timely and accurate information of which roads are open and which are closed. Local radio in particular considers this to be an important part of their broadcasting duties, and therefore provides an opportunity to build a good working relationship over wider issues.
- 3.7.3. It is important for Lincolnshire County Council to clarify and agree respective services and specialist responsibilities with people dealing with the media.
- 3.7.4. It is important to define and agree key contacts with the press and broadcasting media and also establish a clear understanding of the most effective timings for information to be provided in order to reach necessary audiences and broadcast schedules.
- 3.7.5. Information on costs, salt usage, plant usage, manpower etc. will be calculated by the Network Resilience Team.
- 3.7.6. In addition to supplying information to the press it is important to inform key stakeholders (these including emergency services, public transport operators, motoring organisations, key local organisations and County Councillors).
- 3.7.7. Lincolnshire County Council's Media Service, Customer Service Centre staff and the Winter and Emergency Duty Officer will utilise Twitter to engage with and disseminate treatment actions and issues to the travelling public via Smartphone technology.

3.8. Weather Forecast Service

3.8.1. Routine forecasts and updates will be issued by the Forecast Service Provider via their own web-based service and also displayed via the Bureau Service Provider's online management software in the following format:

- **11:00 Forecast**
 - A summary 24 hour forecast for the County.
 - Detailed forecast for each of the 43 Precautionary Salting Routes.
- **17:00 Evening Update**
 - An update for the overnight period of each of the 43 Precautionary Salting Routes.
- **Amendments**
 - If significant changes take place then the forecast is amended.

3.8.2. The Forecast Service Provider will amend the forecast at any time:

- If there is a change from "no frost" forecast to a "frost" or when the road minimum is between plus and minus 3 degrees Celsius and there is a sustained difference between the forecast and actual graphical curve of 2 degrees Centigrade or more.
- When there are significant changes to rainfall intensity and timing and road frost is expected or a significant change to snowfall is forecast.

3.8.3. As well as updating the Internet systems, the Forecast Service Provider will contact Network Resilience during working hours who will in turn contact Local Highways Teams (08:30 – 16:30), and the Winter and Emergency Duty Officer at all other times.

3.8.4. A 24 hour consultancy service is provided by the Forecast Service Provider, available to all staff.

NOTE: *In the event of the internet systems not operating, the above forecasts will be emailed to Network Resilience Staff by the Forecast Service Provider.*

3.9. Route Based Forecasting

- 3.9.1. In the past, the forecast provided to Lincolnshire was domain based, covering large geographical areas. This led to treatment instructions for whole areas, meaning that some roads may have been treated despite not actually reaching a temperature where a hazard could form.
- 3.9.2. Innovations in forecasting technology now allow the Forecast Service Provider to provide a "route based forecast", which is effectively an individual forecast for each of the 43 precautionary salting routes, each of which is divided into multiple sections.
- 3.9.3. The worst-case scenario for each of the routes is used for precautionary salting routes. If one section of the route is forecast to experience a hazard, the whole route will be treated.
- 3.9.4. Route-based forecasting allows for a much more efficient precautionary salting service, as on marginal nights (generally at the start and end of the winter season) many of the 43 routes will not need to be treated. This saves not only on salt, but on labour costs and maintenance of vehicles.
- 3.9.5. Route-based forecasting does not provide benefits in prolonged periods of very cold weather, as it is likely that all of the precautionary salting routes will have hazards forecast at some point overnight. The benefits are realised in mild winters, where traditionally the technology hasn't been available to avoid over-treatment.
- 3.9.6. In future, it is possible that further granularity in treatment of the network will become available through emerging technology. Lincolnshire County Council attends various national groups and monitors best practice and will continue to trial new options as they become available, to deliver the most efficient service possible.

3.10. Treatment Flowcharts

3.10.1. Decision making flowcharts have been produced, which should be utilised during the winter service decision making process. The flowcharts provide operational guidance, and professional judgement by competent decision makers should always be applied when coming up with treatments.

3.10.2. Dry or Damp Roads – Please see Appendix E

3.10.3. Wet Roads – Please see Appendix F

3.10.4. Snow Clearance – Please see Appendix G

3.11. Cross Boundary Agreements

- 3.11.1. Cross Boundary Agreements have been developed following liaison and communication with neighbouring authorities.
- 3.11.2. Liaison takes place with other local authorities responsible for winter service on roads within and adjacent to the county regarding their treated routes and treatment decisions. Additionally, there is an exchange of treatment action instructions.
- 3.11.3. Any road treated by an adjoining authority would be treated in accordance with that authority's policies for operational purposes and not the local highway authority's policies.
- 3.11.4. The current cross boundary agreements with neighbouring authorities are as follows:
- Cambridgeshire
 - Leicestershire
 - North Lincolnshire
 - North East Lincolnshire
 - Nottinghamshire
 - Peterborough
 - Rutland
- 3.11.5. **Roads gritted by North Lincolnshire on behalf of Lincolnshire County Council:**
- C227 from County Boundary to C228 High Street East in Scotter village.
 - A159 from County Boundary to junction with C228 High Street East in Scotter village.
 - B1211 from County Boundary to B1210 north for Brocklesby.
 - B1210 from County Boundary to B1211 north for Brocklesby.
 - B1400 from County Boundary south of Scallow Grove to County Boundary at Black Walk Nook.

- C221 from County Boundary to A159 junction in Scotter.

3.11.6. Roads gritted by Lincolnshire County Council on behalf of North Lincolnshire:

- A18 from County Boundary to junction with B1210.
- B1210 from County Boundary to junction with A18.
- A1084 from County Boundary to A18 roundabout in Brigg.
- B1434 from County Boundary to County Boundary.
- B1205 from County Boundary to County Boundary.

3.11.7. Roads gritted by Nottinghamshire on behalf of Lincolnshire County Council:

- A1133 length in Lincolnshire near Girton.
- A1133 from County Boundary to A57 at Newton-on-Trent.
- A57 from western junction with A1133 west to County Boundary.
- A631 from County Boundary over Gainsborough Bridge to A156.

3.11.8. Roads gritted by Lincolnshire County Council on behalf of Nottinghamshire:

- A17 from County Boundary west of Beckingham in Lincolnshire to the roundabout at the junction with C208 Beacon Hill Road/Stapleford Lane including the western side of the roundabout.
- C412 from County Boundary at Balderfield to B6326
- Spalford Road from County Boundary through Spalford to A1133
- In times of prolonged freezing:
 - C158 (C82) from Lincolnshire/Nottinghamshire boundary near North Scarle to the A1133 at Besthorpe.
 - C163 (C128) from Lincolnshire/Nottinghamshire boundary near Swinderby to the A1133 at Collingham.
 - C123 (C44) from Lincolnshire/Nottinghamshire boundary near Stapleford to the A17 near Coddington.

3.11.9. Roads gritted by Peterborough CC on behalf of Lincolnshire County Council:

- B1081 from County Boundary to A43.
- B1443 from A43 junction east to County Boundary.
- A43 from junction with B1443 to County Boundary.
- New A16 from new roundabout at A16/A1073 junction, Crowland to County Boundary.
- Existing A1073 from new roundabout at A16/A1073 junction, Crowland to County Boundary.

3.11.10. Roads gritted by Lincolnshire County Council on behalf of Peterborough CC:

- A15 from A16/ B1525 roundabout across County Boundary to A15/B1524 roundabout.
- B1524 from B1525 roundabout to A15 Maxey roundabout.

3.11.11. Roads gritted by Rutland on behalf of Lincolnshire County Council:

- A606 from County Boundary to the junction with B1081.
- B1081 from County Boundary to junction with A606.
- C432 from County Boundary to junction with C431 Station Road

3.11.12. Roads gritted by Lincolnshire County Council on behalf of Rutland:

- B1176 from County Boundary to A6121 north of Ryhall.
- A6121 from County Boundary to County Boundary through Ryhall.

3.11.13. Roads gritted by Lincolnshire County Council on behalf of Cambridgeshire:

- Bythorne Bank from Chapel Gate at County Boundary to Cross Drove
- B1166 from County Boundary at South Eau Bank crossing bridge to Marshall's Bank.

3.11.14. Roads gritted by Leicestershire on behalf of Lincolnshire County Council:

- C427 from County Boundary (north east of Normanton) to Long Bennington C418 Main Road.

3.11.15. Roads gritted by Lincolnshire County Council on behalf of Leicestershire:

- C440 from County Boundary to Harston village junction with Denton Lane.
- C492 from County Boundary to Harston village junction with Woolthorpe Lane.

3.11.16. Road gritted by North East Lincolnshire on behalf of Lincolnshire County Council:

- A1173 from County Boundary to junction with A18.
- Hatcliffe Road from B1203 to County Boundary.
- C243 Stallingborough Road from South Street to County Boundary

3.11.17. Roads gritted by Lincolnshire County Council on behalf of North East Lincolnshire:

- A46 from County Boundary going east to A46 roundabout.
- Old Main Road from A46 through Irby upon Humber to A46.
- A18 from County Boundary to C638 Whites Road.
- A16 from County Boundary to B1219 roundabout.
- A1031 from County Boundary to junction with B1219.

3.12. Public Self Help Guidance Literature

3.12.1. Based on national guidance issued by the Department for Transport, Lincolnshire has produced two self-help documents. These are:

- Clearing Snow off the Carriageway (Appendix H)
- Clearing Snow from Footways (Appendix I)

3.12.2. These will continue to be distributed to the public.

3.13. Use of rebated Diesel Oil (Red Diesel)

- 3.13.1. Vehicles undertaking gritting or frost/snow/ice clearance on public roads are considered an excepted vehicle, excluded from the definition of "road vehicle" provided they are fitted and used explicitly for these activities and only during this period.
- 3.13.2. This exclusion allows LCC gritters to use red diesel when carrying out gritting or ploughing activities on public roads..
- 3.13.3. Agricultural vehicles are also an excepted vehicle when undertaking gritting or snow ploughing activities for frost/snow/ice clearance on public roads and therefore are also permitted to use red diesel.

3.14. Mutual Aid and Self Help Arrangements with Parish and District Councils

- 3.14.1. As part of a cross cutting action to engage with all communities within the county concerning how all parties could work together in times of emergency and crisis the following actions will be undertaken.
- 3.14.2. Highways staff will engage with all District Councils concerning mutual aid in times of severe weather. A memorandum of understanding should be developed with individual District Councils to outline mutual aid arrangements.
- 3.14.3. Highways staff will engage with Town/Parish Councils and other Community Groups to encourage participation in a programme of self-help and mutual aid. The aim being to provide a framework within which willing, locally based volunteers clear snow, primarily from footways, within key areas of their community. In return for agreed participation, Lincolnshire County Council undertakes to provide limited amounts of additional salt/grit in “1 tonne sacks” at agreed locations. Those wishing to take part will need to agree to the following points:
- Provide a contact point for the exchange of information
 - What are the priority footways that are intended to be cleared
 - Agree the quantity and location of additional salt supplies
- 3.14.4. Parish/Town Councils are encouraged to develop a Snow and Ice Plan as part of their Community Emergency Plan.

Appendix A - Main Villages in Lincolnshire

Main villages were defined in the County Structure Plan between 1981 and 1991 and updated on a later submission to the Secretary of State as the following villages:

Boston Borough

- Butterwick
- Kirton
- Old Leake
- Sutterton
- Swineshead

East Lindsey District

- Binbrook
- Burgh le Marsh
- Chapel St Leonards
- Grimoldby/Manby
- Holton le Clay
- Legbourne
- Mareham le Fen
- North Somercotes
- North Thoresby
- Sibsey
- Stickney
- Tetford
- Tetney
- Wainfleet
- Woodhall Spa
- Wragby

North Kesteven District

- Bassingham
- Billingham
- Branston
- Eagle
- Heckington
- Heighington
- Helpringham
- Metheringham
- Navenby
- Ruskington
- Skellingthorpe

- Swinderby
- Waddington
- Washingborough

South Holland District

- Cowbit
- Deeping St Nicholas
- Donington
- The Drovers (Gedney Hill, HolbeachDrove, Whaplode Drove, Shepeau Stow) *
- Gosberton
- Moulton
- Pinchbeck
- Weston
- Whaplode

South Kesteven District

- Ancaster
- Barrowby
- Baston
- Billingborough
- Caythorpe
- Claypole
- Colsterworth
- Corby Glen
- Great Gonerby
- Langtoft
- Long Bennington
- Morton
- Rippingale
- South Witham
- Thurlby

West Lindsey District

- Bardney
- Blyton
- Cherry Willingham
- Dunholme
- Ingham
- Keelby
- Nettleham
- North Kelsey
- Saxilby
- Scotter
- Sturton by Stow

Winter Service Plan 2019

- Sudbrooke
- Welton

These villages are considered as per section 2.1.1.

Appendix B - Network Evaluation Form

	Reference No.
Requested by	
Location	
Road Name and Number	
Distance (m)	
Average Width of Road	
Obstructions to Gritting Observations (Speed Retarders, Access for Plough etc.)	

	Y/N	
1. Is the Road Suitable for Gritters (Width, ability to exit/turn without reversing etc.)?		If no - do not proceed
2. Is a Reasonable Alternative Treated Route Available?		If yes - do not proceed
3. Is Sufficient Capacity available on Relevant Route?		If no - do not proceed

Item	Points	Occ.	Road Speed	Total	
Public Service Bus Route (daily) <i>Service Provided at least 5 days/week</i>	20				
Public Service Bus Route (less than daily) <i>Service Provided at least 5 days/week</i>	10				
School Bus Route <i>Contract Route (16+ seater PCV Licence Required)</i>	20				
Injury Accident Record (last three years) <i>Ice & Snow related – 15 points per reported accident</i>	15				
Health Centre on Route <i>GP Practice</i>	15				
Railway / Bus Station on Route <i>15 points awarded for each</i>	15				
Bends <i>5 points each</i>	5			< = 30	
				31 - 50	
				51 >	
Junctions <i>1 point each</i>	1			< = 30	
			31 - 50		
			51 >		
Steep Gradient <i>10 points if 1 or more gradients (>1 in 15 over 50m)</i>	10				
Deep Drains or Water Course Adjacent to Road <i>10 points / side (over 2m from C/Way level to bed level)</i>	10				
Ditches <i>(5 points / side (within 1m of C/Way, less than 2m deep)</i>	5				
Only 1 Public Service or School Bus Scores to be Used. Road Speed: up to 30mph = x1, 31mph to 50mph = x2, 51mph and above = x3				Total Point Score	

Total Points Score		Divided by Road Length		= Final Score	
Engineering Comments					

Appendix C - Evaluation for Additional Grit Bins

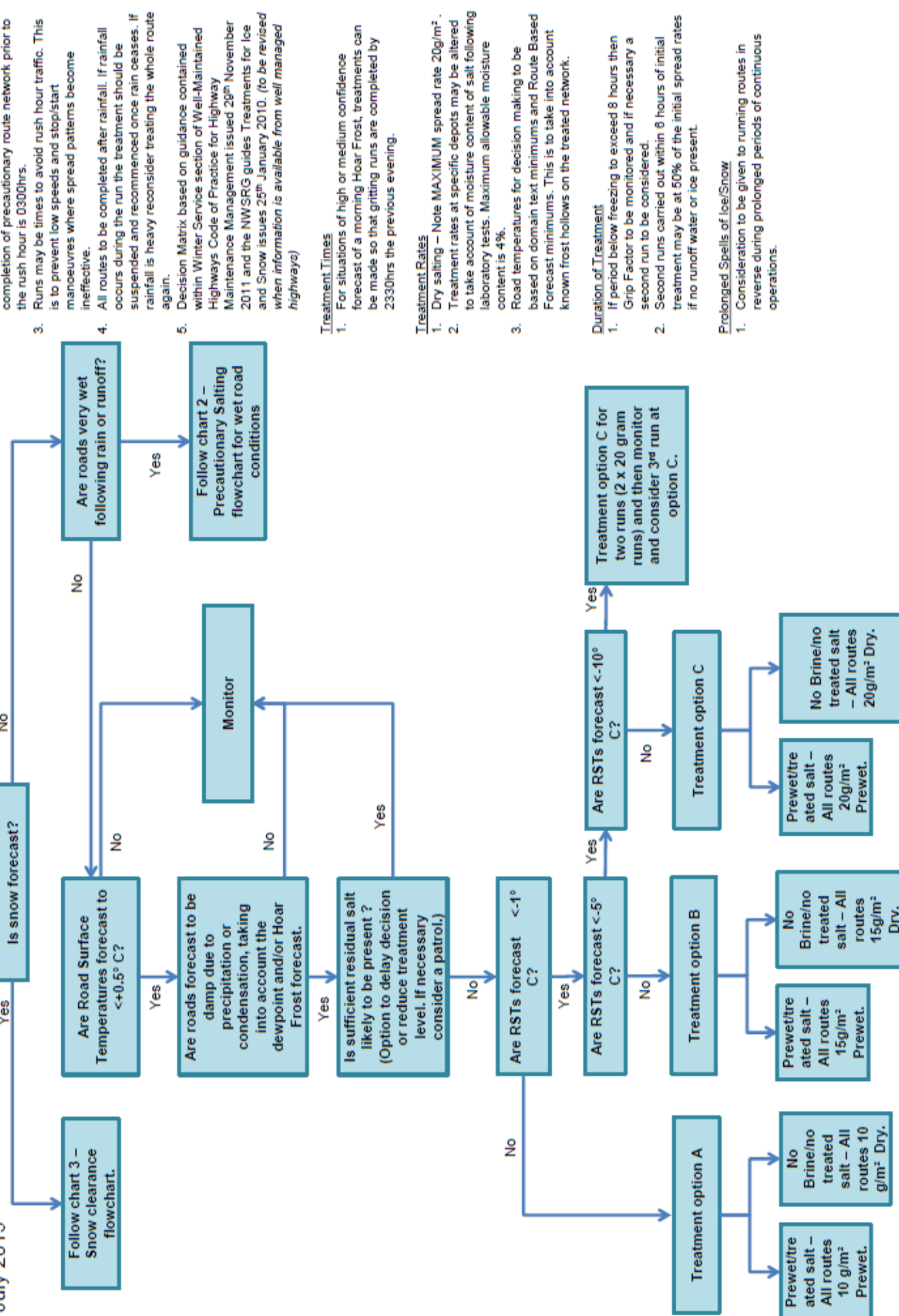
LCC Grit Bin Evaluation		
Initial Check		
Requested by Responsible Body	Continue	Yes
	Do not continue.	No
Maintainable Public Highway	Continue	Yes
	Do not continue.	No
Suitable Location	Continue	Yes
	Do not continue.	No
Scoring		
Gradient	>1in25	50
	<1in25	0
Proximity of Existing Grit Bins	<50m	-150
	51-100m	-50
	101-200m	0
	>200m	20
Number of Premises (Only Access Route)	>50	20
	20-50	10
	<20	0
Community Facilities (<200m radius of proposed Grit Bin)	School	20
	Post Office/Local Shop	10
	Local Shopping Centre	20
	Community/Medical Centre	10
Winter Network (Location of proposed Grit Bin)	Precautionary	-150
	Severe	30
	Not on Winter Network.	0
Number of Refills within last 12 months	0	-10
	1	0
	>=2	5
Total Score	Pass	>=50
	Fail	<50

Appendix D - Midlands Service Improvement Group – Winter Service for Footways and Cycleways

Category	Overnight Frost Conditions	Daytime Frost Conditions	Extended Ice Conditions	Snow Events
	Overnight forecast temperatures below zero but not extending beyond 8am	Overnight forecast temperatures below zero extending beyond 8am	Persistent widespread ice (rather than frost) for more than 18 hours in a 24-hour period and a forecast not to rise above zero for a further 18 hours in the next 24 hours.	
1a	No treatment	Precautionary treatment	Monitor and further treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to complete clearance within 12 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
1	No treatment	No treatment	Monitor and treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 24 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
2	No treatment	No treatment	Monitor and treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 48 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
3	No treatment	No treatment	Reactive treatment not normally undertaken other than in response to specific circumstances. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 5 days of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
4	No treatment	No treatment		

Note: At all times priority will be given to the Precautionary Salting Network. Combined footway/cycleways are treated in accordance with footway hierarchy. Segregated cycleways are not treated.

Appendix E - Precautionary Salting for Dry or Damp Road Conditions Flowchart –Version 1
 Network Resilience
 Lincolnshire County Council, Highway Network Management
 July 2019



Notes:

General

1. The treatment time should allow for all routes to be treated prior to ice forming - subject to residual salt.
2. The latest callout time in the morning to ensure completion of precautionary route network prior to the rush hour is 0300hrs.
3. Runs may be times to avoid rush hour traffic. This is to prevent low speeds and stop/start manoeuvres where spread patterns become ineffective.
4. All routes to be completed after rainfall. If rainfall occurs during the run the treatment should be suspended and recommenced once rain ceases. If rainfall is heavy reconsider treating the whole route again.
5. Decision Matrix based on guidance contained within Winter Service section of Well-Maintained Highways Code of Practice for Highway Maintenance Management issued 29th November 2011 and the NWSRG guides Treatments for Ice and Snow issues 25th January 2010. (to be revised when information is available from well managed highways)

Treatment Times

1. For situations of high or medium confidence forecast of a morning Hoar Frost, treatments can be made so that gritting runs are completed by 2330hrs the previous evening.

Treatment Rates

1. Dry salting – Note MAXIMUM spread rate 20g/m².
2. Treatment rates at specific depots may be altered to take account of moisture content of salt following laboratory tests. Maximum allowable moisture content is 4%.
3. Road temperatures for decision making to be based on domain text minimums and Route Based Forecast minimums. This is to take into account known frost hollows on the treated network.

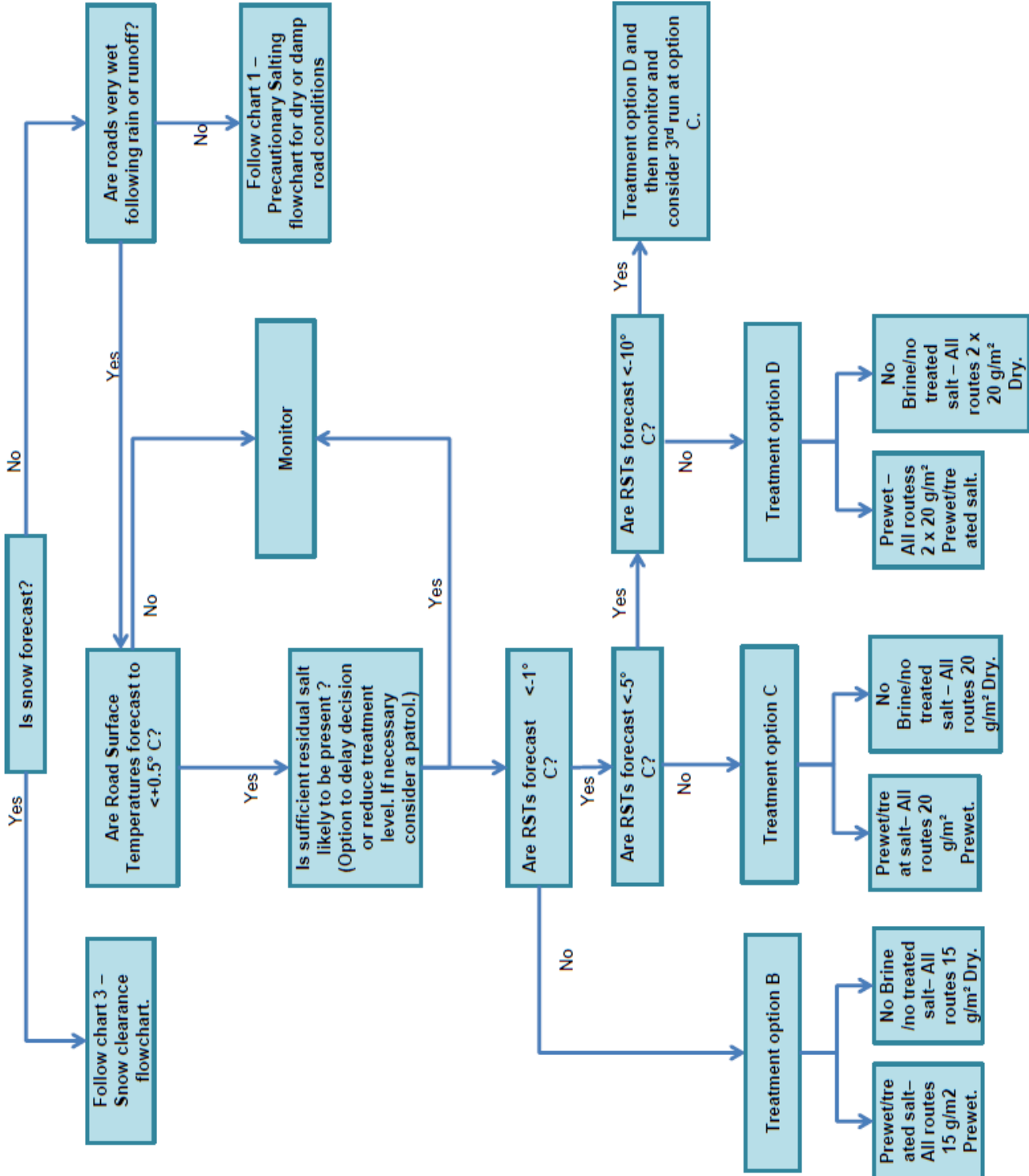
Duration of Treatment

1. If period below freezing to exceed 8 hours then Grip Factor to be monitored and if necessary a second run to be considered.
2. Second runs carried out within 6 hours of initial treatment may be at 50% of the initial spread rates if no runoff water or ice present.

Prolonged Spells of Ice/Snow

1. Consideration to be given to running routes in reverse during prolonged periods of continuous operations.

Appendix F - Precautionary Salting for Wet Road Conditions Flowchart–Version 1
 Network Resilience
 Lincolnshire County Council, Highway Network Management
 July 2019



Notes:
 General

1. The treatment time should allow for all routes to be treated prior to ice forming - subject to residual salt.
2. The latest callout time in the morning to ensure completion of precautionary route network prior to the rush hour is 0300hrs.
3. Runs may be times to avoid rush hour traffic. This is to prevent low speeds and stop/start manoeuvres where spread patterns become ineffective.
4. All routes to be completed after rainfall. If rainfall occurs during the run the treatment should be suspended and recommenced once rain ceases. If rainfall is heavy reconsider treating the whole route again.
5. Decision Matrix based on guidance contained within Winter Service section of Well-Maintained Highways Code of Practice for Highway Maintenance Management issued 29th November 2011 and the NWSRG guides Treatments for Ice and Snow issues 25th January 2010. (to be revised when information is available from well managed highways)

Treatment Rates

1. Dry salting – Note MAXIMUM spread rate 20g/m².
2. Treatment rates at specific depots may be altered to take account of moisture content of salt following laboratory tests. Maximum allowable moisture content is 4%.
3. Road temperatures for decision making to be based on domain text minimums and Route Based Forecast minimums. This is to take into account known frost hollows on the treated network.

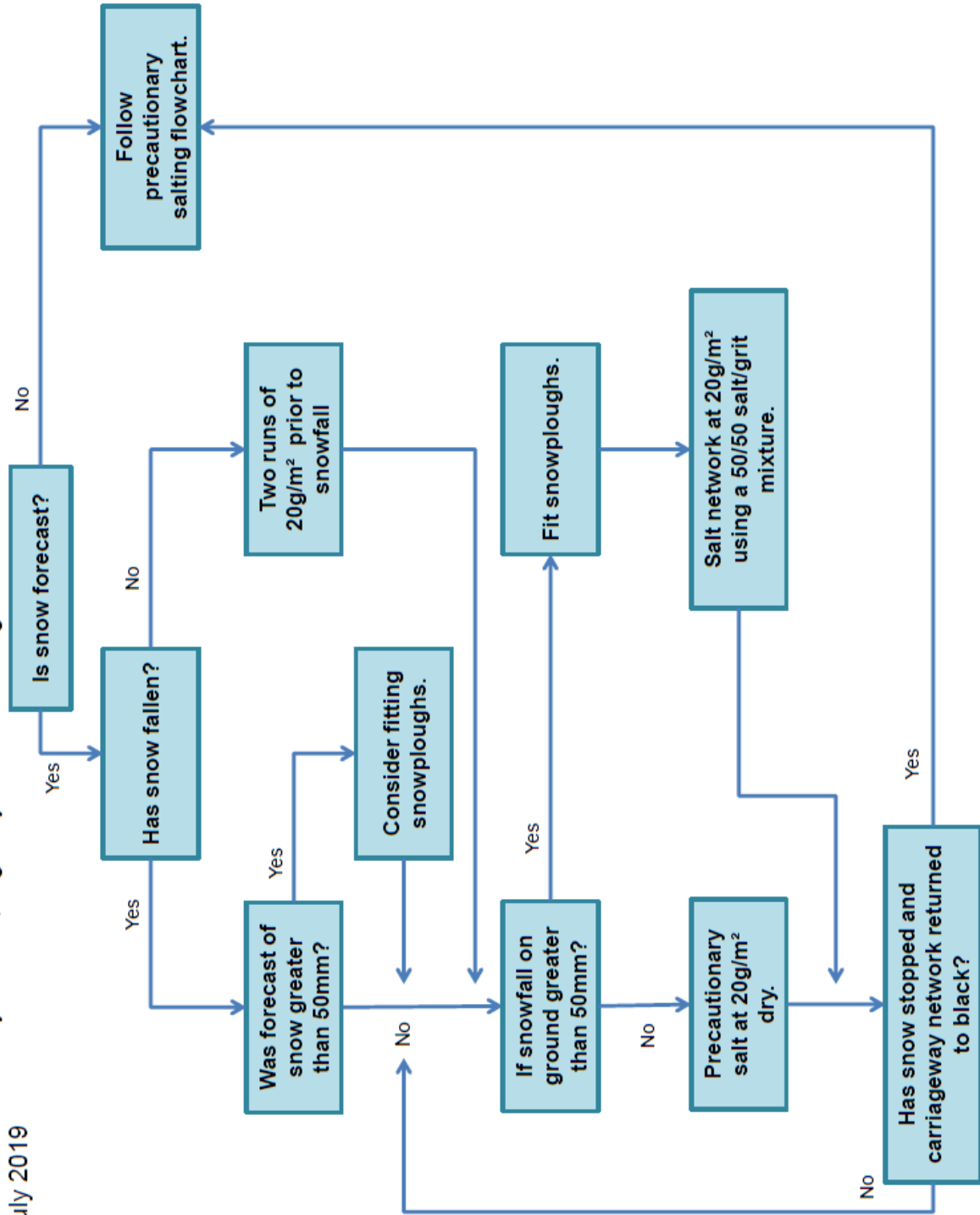
Duration of Treatment

1. If period below freezing to exceed 8 hours then Grip Factor to be monitored and if necessary a second run to be considered.
2. Second runs carried out within 6 hours of initial treatment may be at 50% of the initial spread rates if no runoff water or ice present.

Prolonged Spells of Ice/Snow

1. Consideration to be given to running routes in reverse during prolonged periods of continuous operations.

Appendix G - Snow Clearance Flowchart--Version 1
 Network Resilience
 Lincolnshire County Council, Highway Network Management
 July 2019



Notes:

1. The treatment time should allow for all routes to be treated prior to ice forming – subject to residual salt.
2. The latest callout time in the morning to ensure completion of precautionary route network prior to the rush hour is 0300hrs.
3. Runs may be times to avoid rush hour traffic. This is to prevent low speeds and stop/start manoeuvres where spread patterns become ineffective.
4. If treatment is completed before 2200hrs and the forecast is for RST's -2 degrees Celsius or less, with moisture/hoar frost present and forecast is still below freezing for a further 10 hours or more, consider re-treatment to complete runs by 0700hrs.
5. Dry salting – If brine is not available then add 5g/m² to the above figures and dry salt. Note MAXIMUM spread rate 20 g/m².
6. Treatment rates at specific Depots may be altered to take account of moisture content of salt following laboratory tests. Maximum allowable moisture content is 4%.
7. At Horncastle and Willingham Hall depots when salt is sheeted down with Drystore the salt is considered to be covered. If the salt is not covered then note 6 will apply.
8. All routes to be completed after rainfall. If rain occurs during run the treatment should be suspended and recommenced once rain ceases. If rainfall is heavy then reconsider treating whole route again.
9. Decision Matrix based on research carried out by TRL for Highways Agency and the NWSRG as well as guidance contained within Well-Maintained Highways Code of Practice for Highway Maintenance Management.

Appendix H

Self-Help Tips

Clearing Snow off the Carriageway

- **DO** use purpose built snowploughs if available.
- **DO** skim the top of the snow off with a JCB/mechanical bucket to leave an inch of snow so you do not damage the road surface, remove "cat's eyes" or come into contact with ironwork.
- **DO NOT** scrape the road surface with a JCB/mechanical bucket.
- **DO** report any damage caused or found.
- **DO** operate with dipped beam headlights at all times.
- **DO** operate flashing/rotating amber beacons (where fitted) at all times.
- **DO** place the snow on the verge or grassed areas.
- **DO NOT** obstruct accesses or footpaths with the snow.
- **DO** keep in regular contact (minimum hourly) with operational base.

Vehicle operators/drivers are to have available and use:

- *Reflective jacket*
- *Emergency food and drink*
- *Mobile telephone or radio system*
- *Wear stout footwear*
- *Wear snow and ice grippers when walking outside of vehicle*

Appendix I

Self-Help Tips

Clearing Snow from Footways

- **DO** work from the footway at all times – working towards oncoming traffic wherever possible.
- **DO NOT** lift too much snow or ice at one time. Compacted snow can be very heavy.
- **DO NOT** use hot water to melt snow or ice – it may refreeze to form "black ice".
- **DO** place snow at the edges of footways next to the road. This helps to form a barrier between cars and pedestrians.
- **DO** put sand or ash down on cleared areas as it will give grip to walkers.
- **DO** use grit/salt from grit bins sparingly.
- **DO NOT** use grit/salt from highways grit bins on private property – this is theft.
- You **DO NOT** need to use a lot of salt – a teaspoon of salt per square metre will defrost ice patches.
- **DO NOT** work in blizzard conditions.

When working outside:

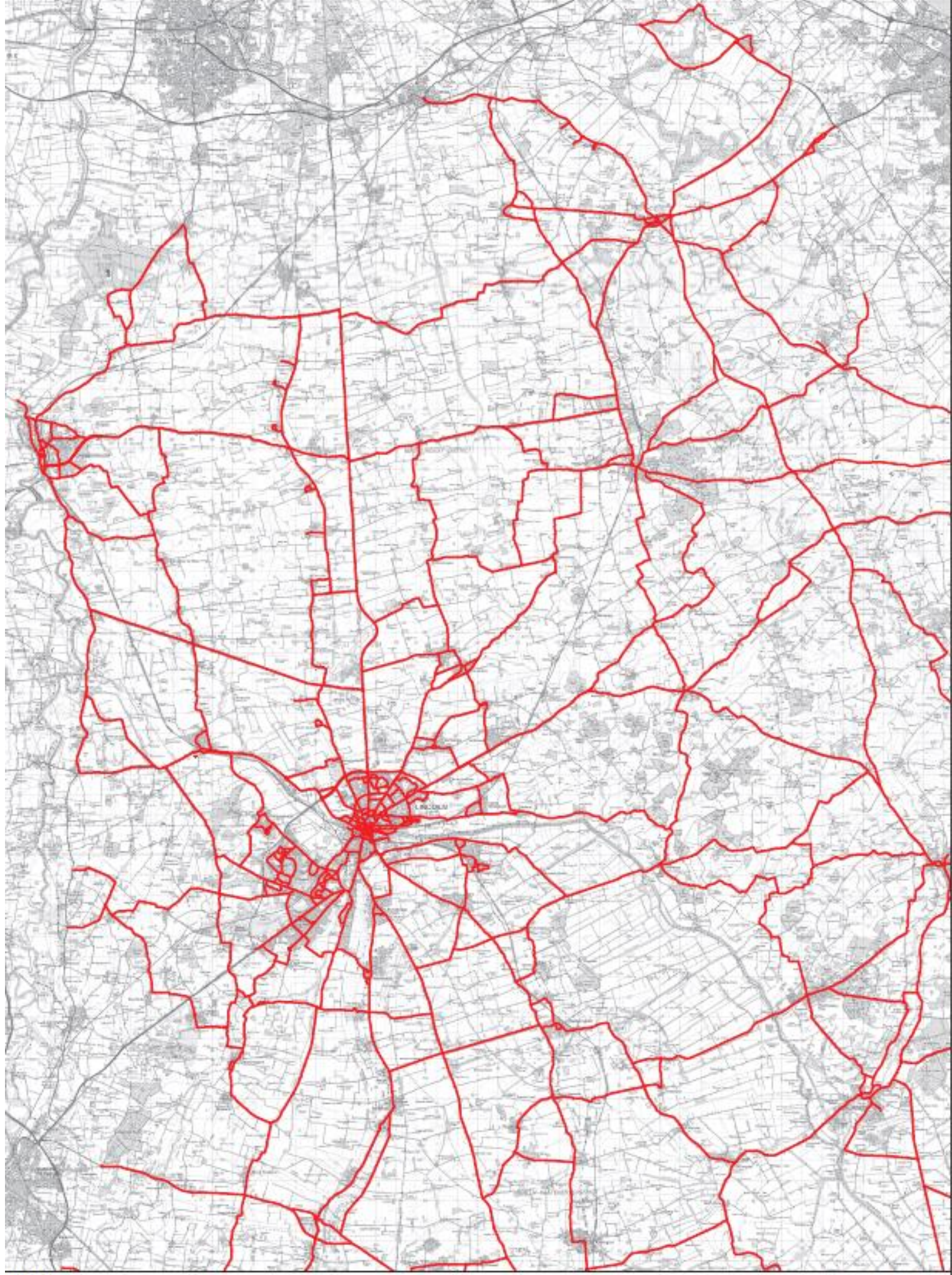
- *Wrap up warm*
- *Wear a reflective coat if available*
- *Wear stout footwear*
- *Wear snow and ice grippers when walking, especially when pushing snow*
- *Beware of hypothermia and wind chill effects*

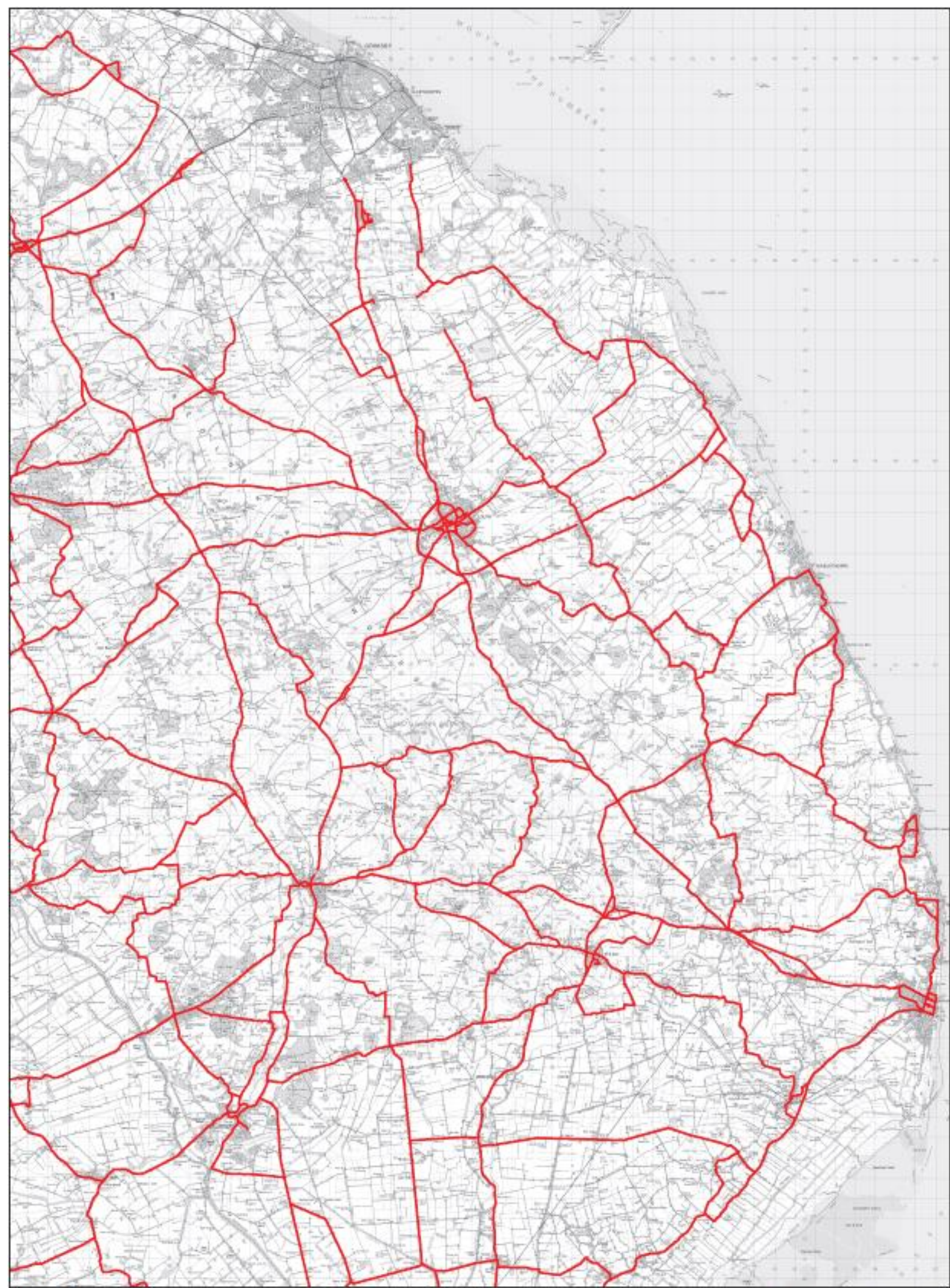
There is no law stopping you from clearing snow and ice on the pavement outside your property, pathways to your property or public spaces. This includes both public carriageways and footways.

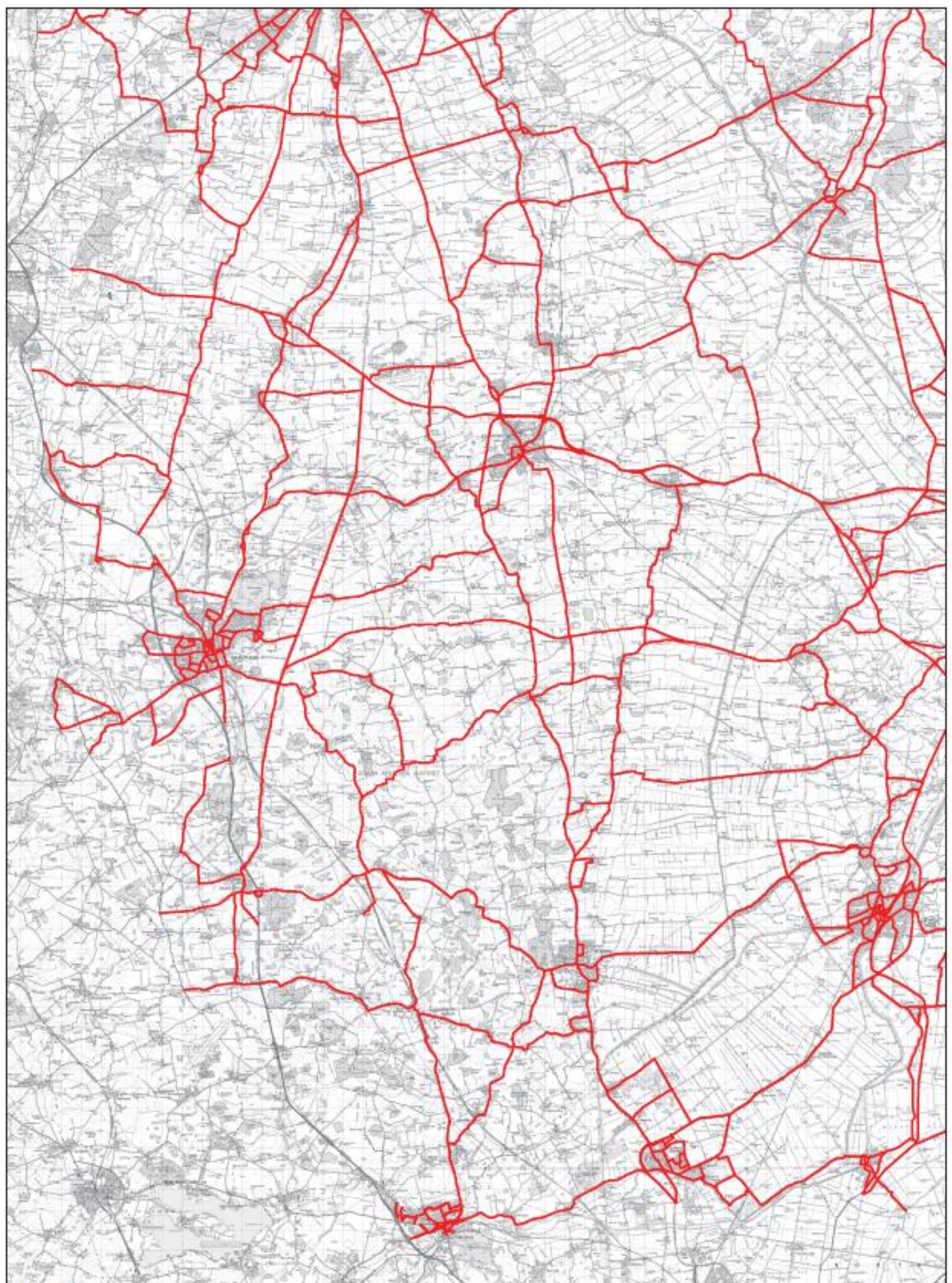
If an accident did happen, it is unlikely you would be sued as long as you:

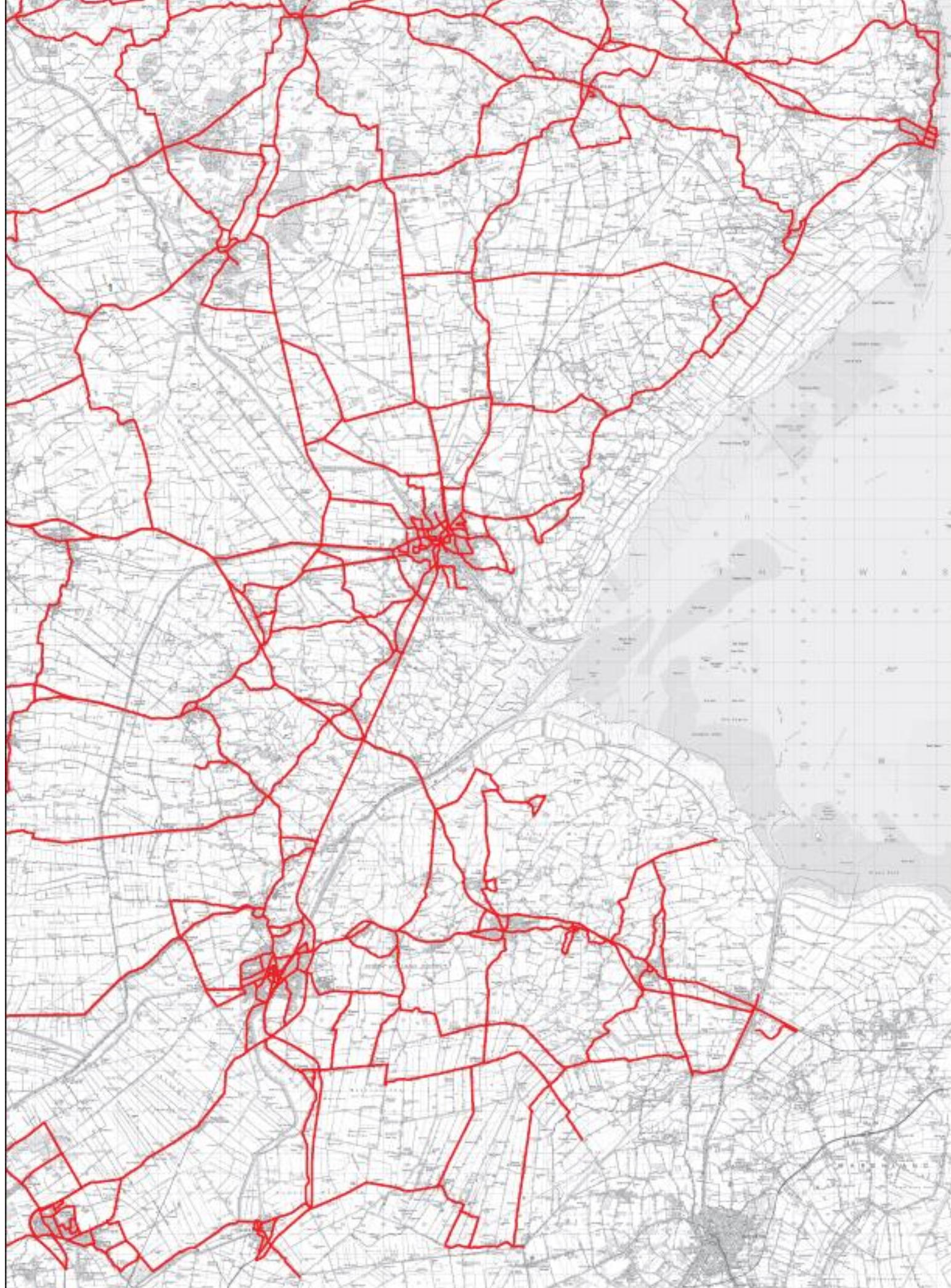
- *Are careful*
- *Use common sense to make sure that you do not make the pavement or pathway clearly more dangerous than before*

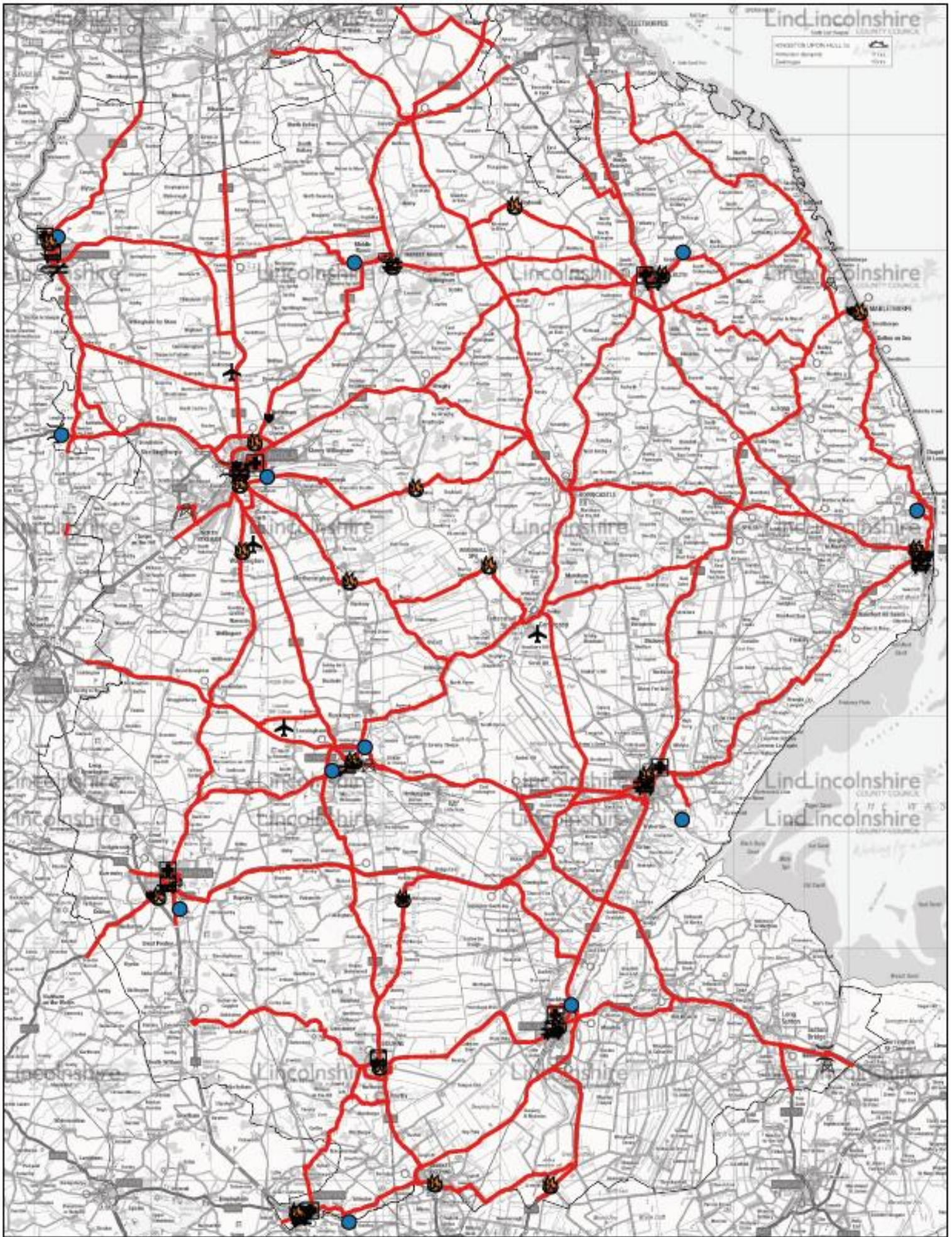
People using areas affected by snow and ice have a responsibility to be careful themselves.









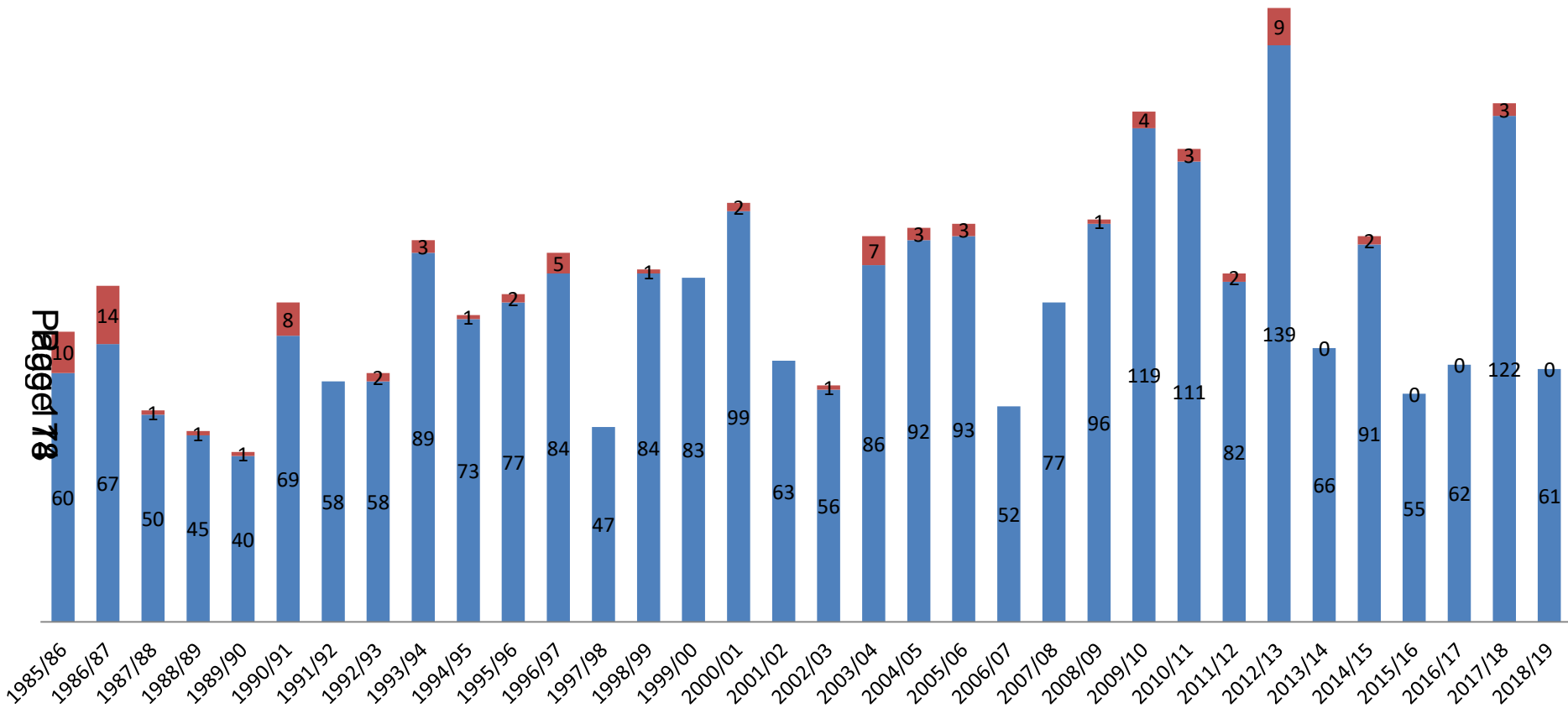


Winter Service Statistics

Appendix B

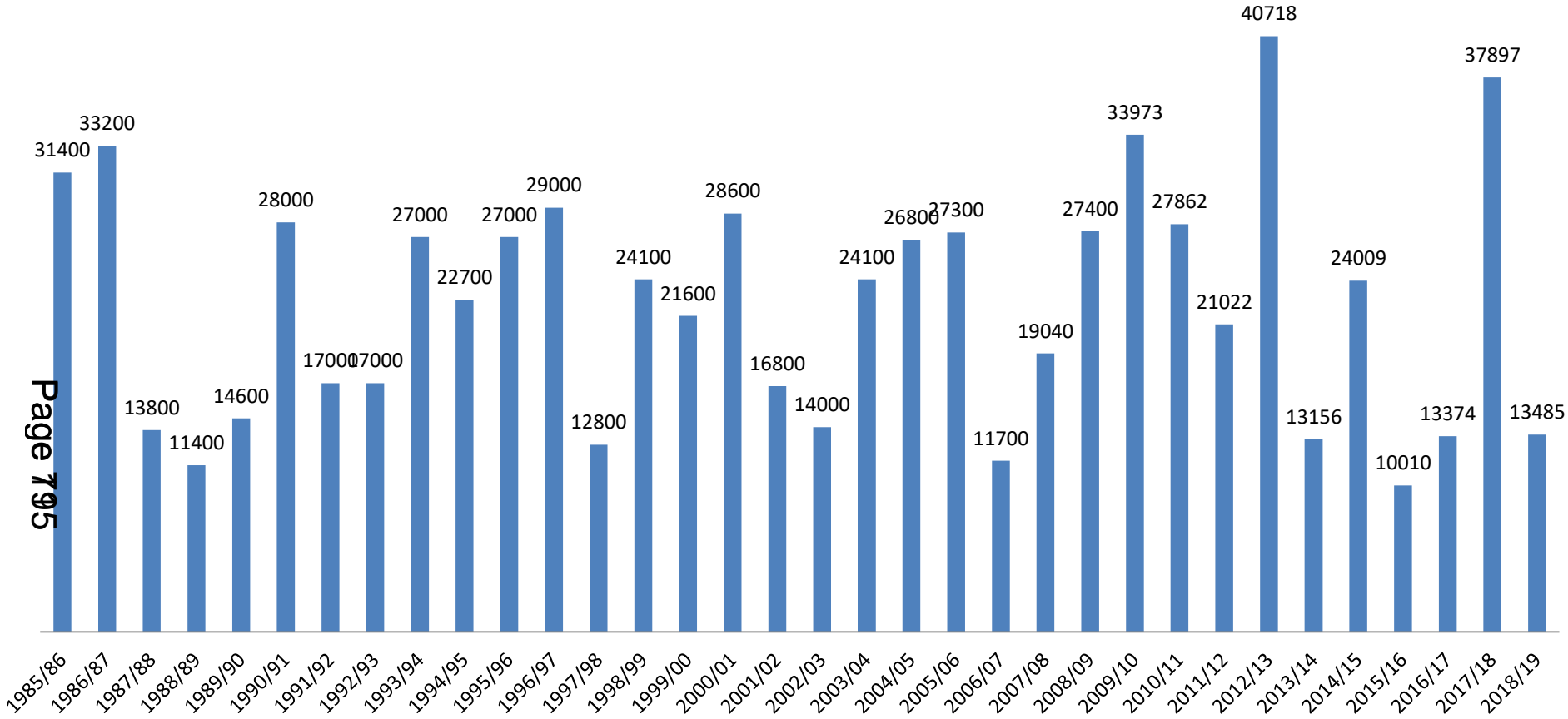
Historical Precautionary Salting Turnouts

■ Turn outs & second runs ■ Plough & Salt days / Severe Weather Routes



Historical Salt Usage

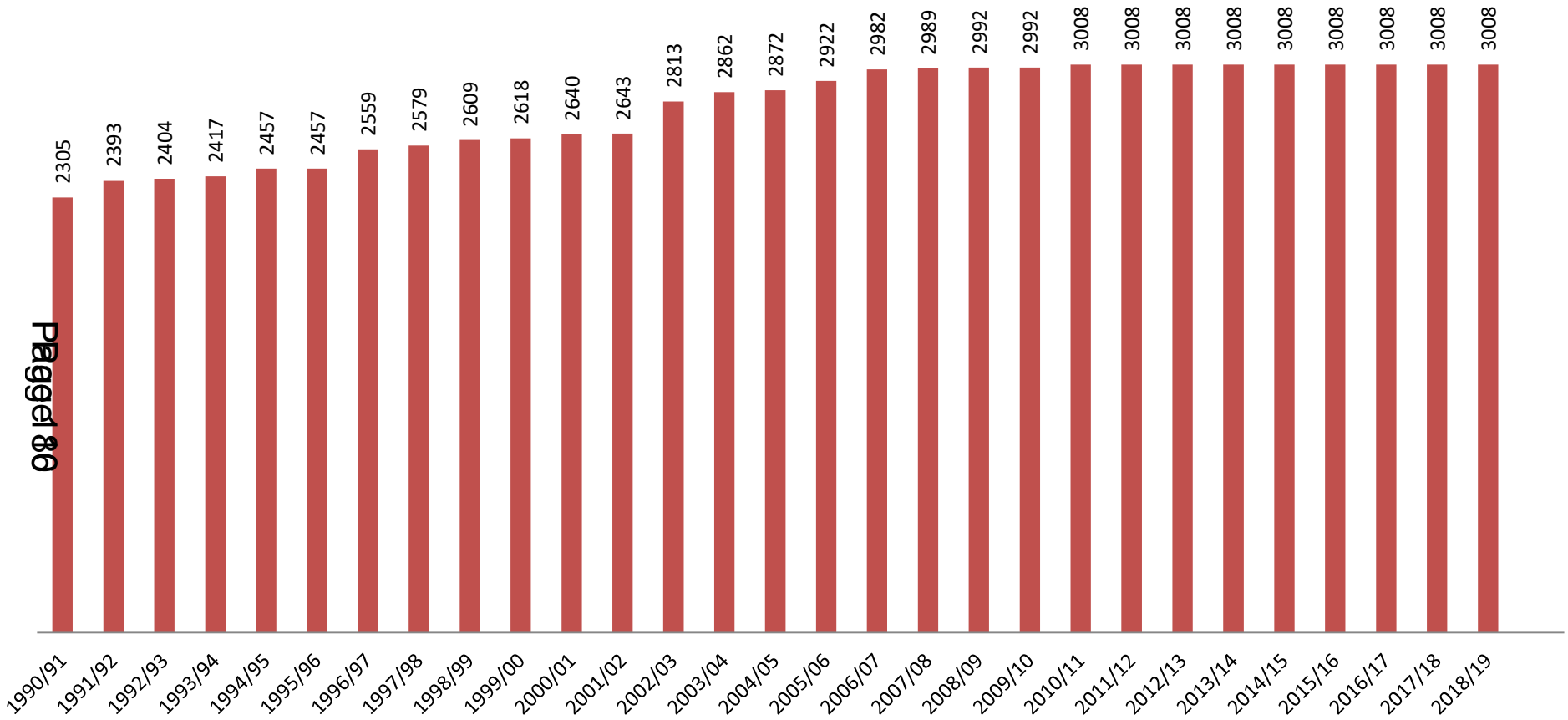
■ Salt Usage (Tonnes)



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Historical Precautionary Salting Network Length

■ Treated Network (km)



Replacement Gritters Under Construction for 2019/20



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Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Winter Service Plan	Person / people completing analysis	Joe Phillips
Service Area	Infrastructure Commissioning	Lead Officer	Joe Phillips
Who is the decision maker?	Cllr Richard Davies	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	16/09/2019	Version control	V1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	The Winter Maintenance Plan does not outline any Level of Service changes as this was not deemed necessary. Rather, it reflects the new decision-making processes, the procedures around operational gritting decisions and the continued alignment with national guidance where considered appropriate for Lincolnshire.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	Positive impact by gritting the routes that enable accessibility to schools, all main hospitals, medical centres and care homes.
Disability	Positive impact by gritting the routes that enable accessibility to schools, all main hospitals, medical centres and care homes.
Gender reassignment	No positive impact.
Marriage and civil partnership	No positive impact.
Pregnancy and maternity	Positive impact by gritting the routes that enable accessibility to all main hospitals.
Race	No positive impact.
Religion or belief	No positive impact.

Sex	No positive impact.
Sexual orientation	No positive impact.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	No perceived adverse impact of the Plan itself. The existence of ice and snow can impact disproportionately on older people as they may be less likely to venture out in such conditions. The Plan describes in general terms the standards, policy and objectives of winter service which mitigates as much as possible this adverse impact between those with this protected characteristic and people who do not share that protected characteristic.
Disability	No perceived adverse impact of the Plan itself. The existence of ice and snow can impact disproportionately on people with a disability as they may be less likely to venture out in such conditions. The Plan describes in general terms the standards, policy and objectives of winter service which mitigates as much as possible this adverse impact between those with this protected characteristic and people who do not share that protected characteristic.
Gender reassignment	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with this protected characteristic and people who do not share that protected characteristic.
Marriage and civil partnership	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with this protected characteristic and people who do not share that protected characteristic.
Pregnancy and maternity	No perceived adverse impact of the Plan itself. The existence of ice and snow can impact disproportionately on pregnant women or mothers of small children as they may be less likely to venture out in such conditions. The Plan describes in general terms the standards, policy and objectives of winter service which mitigates as much as possible this adverse impact between those with this protected characteristic and people who do not share that protected characteristic.

Race	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with protected characteristic and people who do not share that protected characteristic.
Religion or belief	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with protected characteristic and people who do not share that protected characteristic.
Sex	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with protected characteristic and people who do not share that protected characteristic.
Sexual orientation	No perceived adverse impact. The Plan describes in general terms the standards, policy and objectives of winter service. Its impacts are neutral between those with protected characteristic and people who do not share that protected characteristic.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

No consultation or engagement activity undertaken.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	As detailed above. None identified.
Disability	As detailed above. None identified.
Gender reassignment	As detailed above. None identified.
Marriage and civil partnership	As detailed above. None identified.
Pregnancy and maternity	As detailed above. None identified.
Race	As detailed above. None identified.
Religion or belief	As detailed above. None identified.

Sex	As detailed above. None identified.
Sexual orientation	As detailed above. None identified.
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Joe Phillips	Continual Monitoring.
Signed off by		Date	Click here to enter a date.

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Changes to Winter Service Plan 2019 - Summary

Policy

(P.23 - 3.3.6) + Appendix E + F - Road surface temperature from $1^{\circ}\text{C} > 0.5^{\circ}\text{C}$ for precautionary salting runs.

- A change in line with NWSRG (National Winter Service Research Group) recommendations and with many of our partners in MSIG (Midlands Service Improvement Group), a change allowed by the confidence in the forecast available to decision makers.

(P.49 + 50) Appendix E + Appendix F – Removal of is it low season decision box in flowchart. Before choice of Treatment option A and Treatment option B respectively

- Allowing for utilisation of lower spread rate runs throughout the season, reducing pressure on salt stocks and budget in the "average Winter"

(P.3) Network Resilience are now in a position with the change of service provider for forecasting, increasing accuracy of reports, to fully utilise the route based forecasting outlined in 2018.

- Result is potential monetary savings and reduction in over-salting which benefits health and safety and the environment.

Move towards treated (brown) rock salt has been continued and is now across 6 depots.

- As previously agreed the move towards treated salt away from, pre-wetted marine (white) salt allows for continued savings across the service.

Procedural Changes and Clarifications

1.1 Pre-wetted system and treated salt – Changed to reflect amount of depots each system is used in. 2 prewetted 6 treated salt (P.3)

2.8.3 Met Office > MeteoGroup (P.12)

2.12.1 "Pre-wet gritter" changed to "Gritter" (P.16)

3.2.4 To reflect depot/gritter usage of pre-wetted salt - 2 depots 10 + 2 Gritters (P.22)

3.2.5 To reflect depot/gritter usage of treated salt – 6 depots 33 + 2 Gritters (P.22)

3.2.6 Clarified that top up after 500T is per depot not overall. (P.22)

3.2.7 Removed explanation of brine plant operations at Ancaster (no longer operational - switched to treated salt system) (P.22)

3.3.9 Formatting(P.23)

3.8.1 – 16:30 Evening Update > 17:00 Evening Update – To reflect current operation (P.33)

3.13. Use of rebated Diesel oil (Red Diesel) – Reworded – clarification of law using gov.uk excise note 75 (P.41)

Changes Throughout (updates)

2018/2019 > 2019/2020

Director of Environment and Economy > Executive Director of Place

Chief Operating Officer > Assistant Director (Highways)

Hyperlinks within document revised to link correctly.

Open Report on behalf of Andy Gutherson, Executive Director – Place

Report to:	Highways and Transport Scrutiny Committee
Date:	16 September 2019
Subject:	Performance Report, Quarter 1 – (Apr 2019 – June 2019)

Summary:

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

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 August 2019;
- Lincolnshire Highways Alliance Performance Report Year 10, Quarter 1;
- Highways and Transport Complaints Report Q1 2019/2020.

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 August 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 31st March 2020, which means that the contracts are now at full term and work is almost complete 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 10, Quarter 1 can be found in Appendix B. This covers the period of April to June 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) – down from 93.2% to 91.3%
- Professional Services Contract Performance Indicators (WSP) – down from 87.3% to 86.9%
- Traffic Signals Term Contract Performance Indicators (Dynniq) – up from 99% to 100%
- Client Performance Indicators (LCC) – Up from 67% to 74%
- Alliance Key Performance Indicators (LCC/Kier/WSP/Dynniq) – up from 65% to 70%

There has been an increase in performance in some areas and good overall performance achieved in Quarter 1, suggesting that the Alliance Indicators are set to remain at a high level for the remainder of Year 10.

Highway Works Term Contract

The main focus of work through the Highways Work Term Contract is to improve the condition of carriageways. In Quarter 1 of Year 10 we repaired 27,596 potholes. In Q1 2018/19, there were 19717 potholes awaiting repair around the County, with 7537 pothole enquiries outstanding. By the end of Q1 2019/20, this had reduced to 6824 potholes awaiting repair and 1385 pothole enquiries outstanding.

The surface dressing programme is currently underway, with 760 roads programmed to be dressed by the end of the summer. Whilst sometimes misunderstood and unpopular with the public, surface dressing is a really cost-effective way of extending the life of the road, meaning that we don't have to reconstruct it for many more years than we normally would. At only a few pounds per square metre it really does work out as the best use of public money over the long term life of a road. In addition to traditional surface dressing, there is also over

300,000m² of footway being treated with "slurry seal", which is a technique where a liquid is applied which then hardens into a veneer and seals the footway.

There are 27 resurfacing schemes taking place across the County throughout the year, to address roads in need of attention as per our Asset Management Strategy. In addition, 35 residential streets are being resurfaced/reconstructed. These are the roads where people start and finish their journeys and will provide response to customer demand that does not necessarily adhere to the asset-management approach.

As well as carriageway resurfacing, there are 45 patching schemes taking place across Lincolnshire, and 25 in situ-cycling schemes on some of our drought-damaged rural roads.

A programme of lining renewal commenced in September last year, with around 495km of A and B roads re-lined so far and a further 500km to be completed by the end of the year.

Professional Services Contract

The Professional Services Partnership performance remains at a good level, albeit with Q1's result of 86.9 slightly down from 87.3 in the previous quarter. Client Satisfaction remains high, with results averaging at 9.49 out of 10 for both service and product.

A recent focus of the co-located management team has been to improve works delivery to time, with good progress being made. Q1's results are positive with 94% of schemes completing within 10% of the predicted end date, within the quarter.

The timely completion of Highway Works Compensation Events is another focus, with Q1 delivering reasonable performance over 58% of compensation events being actioned within 2 weeks.

The locally based co-located LCC & WSP teams continue to be integral to the delivery of Lincoln Eastern Bypass whilst making positive progress on other major highways schemes including Grantham Southern Relief Road and Spalding Western Relief Road. The partnership continues to progress process efficiency and customer service initiatives through the annual Technical Services Partnership Action Plan.

Traffic Signals Term Contract

Dynniq Performance scores continue to be excellent. 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 99.53% of first time fault fixes. This has remained the same as last quarter's results.

It has been a quiet quarter in terms of scheme delivery, as we gear up for installation works that have been programmed for the summer holidays.

Dynniq are assisting us in introducing new technology, as we are trialling kerbside detection at High Street (Mint Street) in Lincoln that allows us to assess pedestrian volume and vary the green man accordingly. If successful, we shall use this at other sites across the county that see variability in pedestrian demand e.g. Grand Parade Skegness.

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, coming in at 27.39.

Highways and Transport Complaints

Due to a change in reporting function there is currently no data available for Compliments for Q1. This will be reported at the end of the 2nd quarter for both Q1 and Q2.

Customer Complaints relating to highways and transport have seen an increase from the last quarter by around 7%, though when compared to Q1 of 2018/19 there is a 31% decrease. The complaints are of a varied nature, however 34% relate to potholes and defects, with time to resolve and quality of fix being a reoccurring issue.

The full Highways & Transport Complaints Report Quarter 1 2019/2020 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 August 2019
Appendix B	Lincolnshire Highways Alliance Performance Report Year 10 Quarter 1 Apr to Jun 19
Appendix C	Highways and Transport Complaints Report Quarter 1 2019/2020

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, Head of Highways Services, who can be contacted on 01522 782070 or paul.rusted@lincolnshire.gov.uk

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Appendix A

Major Highways Scheme Update – August 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.

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 bridge beams have been delivered and installed on site.

The roundabout on Lincoln Road has been completed and preparation works are taking place to construct Sleaford Road roundabout and complete Greetwell Road roundabout before the end of 2019.

Hawthorn Road footbridge is being constructed next to Hawthorn Road and the Lincoln Road underpass and culvert has commenced installation.

The River Witham Bridge's foundations, abutments and piers are being constructed with the steelwork being fabricated off site ready for installation later this year.

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. Construction mobilisation of this phase started in May 2019 and the main works will commence in earnest September 2019 for a period of approximately 20 months.

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 in early 2020 and take approximately three years to complete.

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

Spalding Western Relief Road

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.

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. Detailed design has commenced and subject to a successful planning application, construction may begin Spring 2020. Work is ongoing with securing land, establishing whether highway legal orders are required, acquiring Network Rail permission to construct a bridge over the rail line and developing a procurement strategy.

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 permission was granted at the end of July. This decision has been called in by the Secretary of State with no clear indication of a decision date.

North Hykeham Relief Road

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 recommendation were approved, which included a bid basis of requesting 70% funding from the DfT and building the road to 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 has been prioritised by Midlands Connect and it has been confirmed that it has scored highly and was submitted to the DfT at the end of July. There is an expectation that the result of the funding bid will be known by the end of the 2019.

Lincolnshire Coastal Highway

Lincolnshire County Council investigated potential improvements to the highway network from the A1 to the North Sea coast, known as the 'Lincolnshire Coastal Highway'. This looked at the options for intervention along the route. In identifying

improvements to the highway, consideration was 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 Executive have proposed three additional projects which were also developed, these being: Horncastle Bypass, Skegness Relief Road and Wragby Pedestrian Crossing as well as various safety improvements. The Horncastle bypass concept paper was completed which identified expected costs and benefits. Due to the DfT scoring mechanism the benefits are low in comparison to the cost and therefore would not attract any central government funding, this project is therefore currently not being progressed but is included in the Council's pipeline of projects to consider in the future. The Skegness Relief Road concept paper will be developed in late summer 2019. The Wragby pedestrian crossings have been included on the Council's highway capital pipeline for future consideration.

A46 Dunholme/Welton Roundabout Improvement

The A46 Dunholme/Welton roundabout improvement consists of constructing a roundabout and improving visibility at an existing 'T' junction. LCC was successful with a National Productivity Investment Fund Tranche 2 bid for £2m. Planning approval was granted in February 2018 and work has been progressing on detailed design and land acquisition in parallel with the legal orders process. The legal orders were published in May 2019 and the project has received two statutory and three non-statutory objections. The DfT has confirmed the need for a Public Inquiry which will take place towards the end of 2019. If the Public Inquiry is successful then it is expected that works will commence in late 2020.

A46 Lincoln Northern Roundabout Improvements

The A46/A15 Nettleham and A46/A158 Riseholme Road Roundabout projects on Lincoln's Northern Bypass attracted Single Local Growth Fund to a value of £2.5m. The project entails enlarging the size of both roundabouts and increasing the number of lanes both entering and exiting each leg of both roundabouts. This will reduce congestion at these pinch points and improve journey time reliability. Detailed design is progressing with a focus on acquiring the required land through agreement. It's expected that work will commence in 2020.

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 with the wider stakeholder and public engagement being completed in March 2019. The vision of the strategy is nearing completion and a project sifting exercise of potential capital schemes has commenced. It is likely that the strategy will have a greater focus on future mobility and sustainable transport modes than previous strategies, which reflects the need of Lincoln and the general opinions from the engagement process. The vision and initial project sifting will be announced in October 2019, where a further engagement/public exhibition will follow in November. If there are no significant issues or changes required to the vision then the strategy will be complete by the end of 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.

**Lincolnshire Highways Alliance
Performance Report
Year 10 Qtr 1 April to June 2019**

August 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

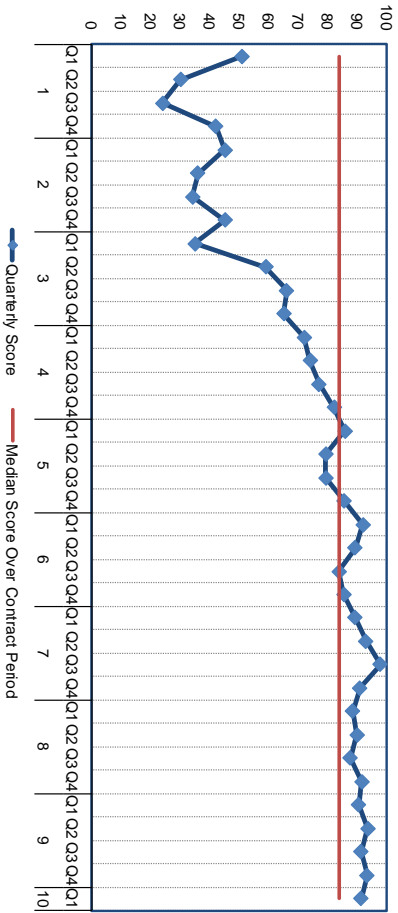
Performance Indicator	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
HWTC P11 Street lighting Standard	98.9%	91.72%	9.3 ↓	9.7	9.4		The score has decreased slightly from 9.7 to a score of 9.3. During Q1, there were also 717 faults attended with an average repair time of 7.73 days.
HWTC P12 Response times for emergency works	99.5%	98.43%	6 ↓	8	7.5		Out of the 957 emergency jobs over the quarter, 942 achieved the required response rate.
HWTC P13 Tasks completed within timescale	97%	100.00%	10 ↔	10	10.0		81 out of 81 jobs were completed on time
HWTC P15 Acceptable site safety assessments	95%	100.00%	10 ↔	10	10.0		57 assessments over the pass year have passed out of 57 assessments. All 19 assessments this quarter passed.
HWTC P17 Defect corrections requiring TM	98%	98.79%	10 ↔	10	10.0		There were 3569 jobs this quarter, of which 43 was a defect requiring traffic management.
HWTC P18 % waste reused/recycled	90%	96.7%	10 ↔	10	10.0		96.71% 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 ↔	10	9.0		This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys
HWTC P111 Reduction in Carbon Emissions	100%	100%	10 ↔	10	10.0		Out of the 107 orders 106 had been assigned the correct notice.
HWTC P112 % task orders in compliance with TMA	95%	99.06%	10 ↑	8	9.5		There was one RIDDOR incident reported this quarter so the points score is minus 2.
HWTC P14 Reportable accidents under RIDDOR	0	1 Incident	-2 ↓	0	-0.5		There were no service strikes this quarter. Each service strike equates to -½ point being removed from the total.
HWTC P16 Service strikes	0	0	0.0 ↑	-0.5	-0.6		

Total	91.3 ↓	93.2	92.3
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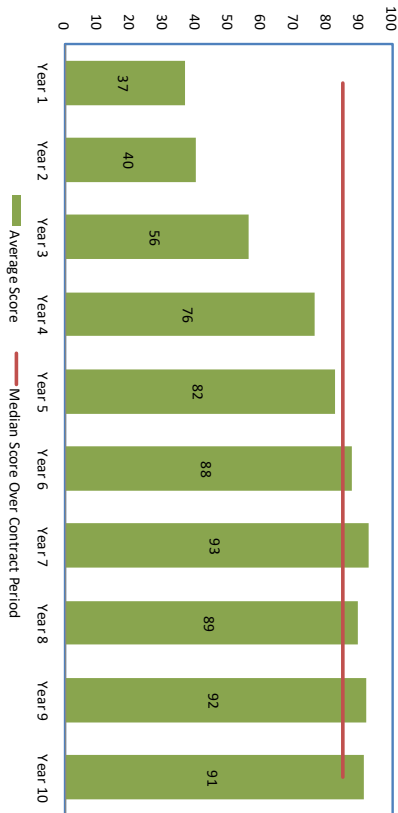
The overall score this quarter has decreased from 93.2 last quarter. There has been some changes in PI scores this quarter but on balance this area is maintaining at a high level.

Overall Summary

Highways Works Performance Scores Over The Contract Period (Median score = 84)



Yearly Average Highways Works Performance Scores



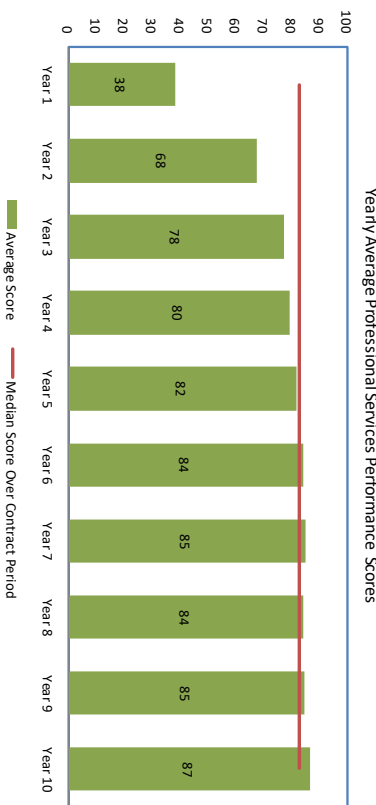
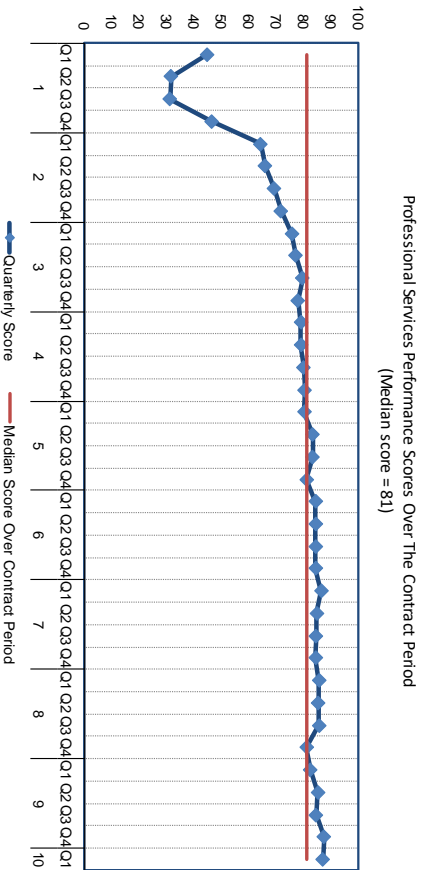
Professional Services Contract Performance Summary

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	9.57	15.0	↔	15.0	15.0	PSP 1 and 2: Satisfaction: remains at a high level, with actual results averaging at 9.40 out of 10 for service and 9.57 out of 10 for product. The return rate for P11 has increased to 73% but P12 was lower at 41%
PSP P12	Client Satisfaction of Service	8.3	9.40	14.7	↔	14.7	14.5	
PSP P13	Compliance with tendered Quality Statements	95%	99.0%	9.9	↑	9.8	9.8	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 already making positive progress on the TSP Improvement plan actions.
PSP P14	Predictability of Design Costs	Design Costs to be within 10% accuracy	2.53%	12.6	↑	11.3	11.6	PSP 4 & 6: Design delivery to cost and time: Scores for delivery to cost are up are positively up and delivery to time on TSP schemes are slightly down on the previous quarter – with the performance of individuals being reviewed. Overall just 2.53% (2/79) of schemes actual costs were >10% budget, with 6.33% (5/79) of schemes predicting to finish >10% late. There continues to be a clear focus of the TSP management team in this area.
PSP P15	Predictability of Works Costs	Works Costs to be within 10% accuracy	n/a	n/a	n/a	0.0	0.0	
PSP P16	Predictability of Time for Design	Time for Design to be within 10% accuracy	6.33%	12.0	↓	12.8	12.0	PSP 7: Works delivery to time: As with design, delivery to time is good, and up on Q4 with only 5.88% (2/17) of TSP schemes completing >10% after predicted end date.
PSP P17	Predictability of Time for Construction	Time for Works to be within 10% accuracy	5.88%	12.7	↔	12.7	12.3	PSP8: Compensation Events: A reasonable performance, but opportunity for improvement, with 12 CE's for this in this quarter, where 7 were actioned within 2 weeks. The teams are reminded of these new measures with a view to further improving this, with the management team looking for ways to improve the quality of information received.
PSP P18	% Compensation Events accepted/rejected within 2 weeks	90%	58.33%	5.0	↓	6.0	23.0	PSP9: Provision of Kier Programme: This is a time bound measure, triggered between 30/11/2019 and 31/03/2020 and therefore does not yet apply for 2019/20.
PSP P19	Date Forward Programme issued	Nov-18	Nov-18	5.0	↔	5.0	20.0	

Total	86.9	↓	87.3	86.0
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Overall Summary
 Performance remains at a good level with the Q1 slightly down on the recent quarter's performance at 86.9/100. The underlying trend is slightly up on the previous year's average of 86.1.

Appendix B

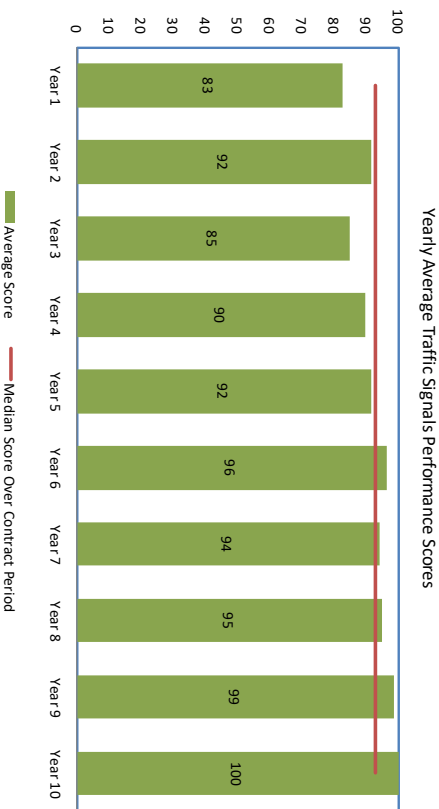
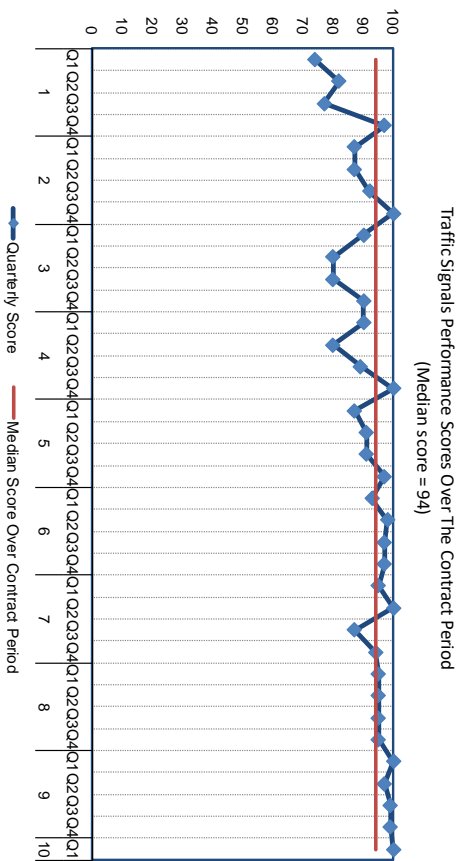


Traffic Signals Term Contract Performance Summary

Performance Summary	Target	Rolling Year			Comments for Quarter	
		Current Quarter	Quarter Score	Last Quarter Average		
TSTC P11 10 Critical Contractors Quality Promises	100%	100%	5 ↔	5	5.0	All 10 quality promises are being met scoring 5 points for 100%.
TSTC P13 Acceptable Site Safety Assessments per annum	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 Weekly works planning & asset data supplied within timescales	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 Q1.
TSTC P15 Number of Faults Cleared within Contract Timescales	99%	100%	10 ↔	10	10.0	645 faults out of 645 faults received during Q1 have been cleared within the contract timescales.
TSTC P16 % Task Orders completed on time	99%	100%	10 ↔	10	10.0	128 / 128 task orders that have been received during Q1 have been completed within the contract timescales.
TSTC P17 % Task Orders completed free of remedial works	99%	100%	10 ↔	10	10.0	0 remedial have been reported for the task orders this quarter
TSTC P18 % faults resolved at the first visit.	99%	99.53%	10 ↑	9	8.8	642 out of 645 Standard faults & Emergency faults were resolved first time.
TSTC P19 % Task Orders carried out in compliance with TMA	99%	100%	10 ↔	10	10.0	All task orders have been completed complying with TMA.
TSTC P10 % annual inspections completed per annum.	100%	100%	10 ↔	10	10.0	90 inspections were carried out during Quarter 1. This measure is on track.
TSTC P11 Reduction in Carbon Emissions	<117 Tonnes CO2	24.65 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 P12 % waste reused/recycled	100%	100%	5 ↔	5	5.0	90.24% Recycled materials & 9.76% recovered materials
TSTC P12 Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0	Zero reportable incidents

Total	1000	↑	99.0	98.8
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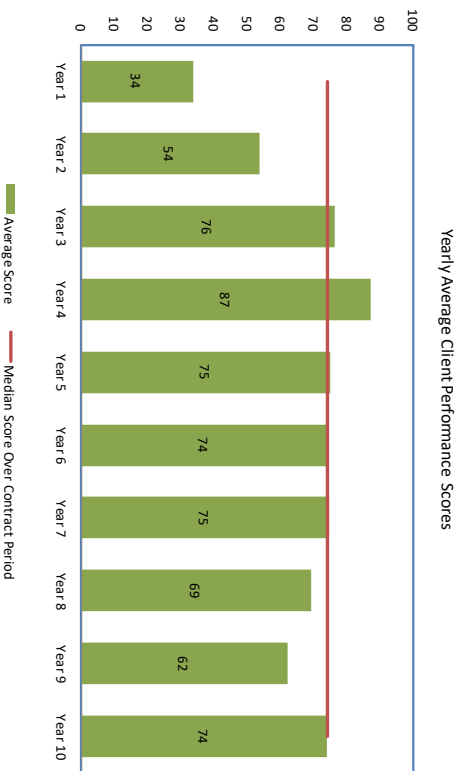
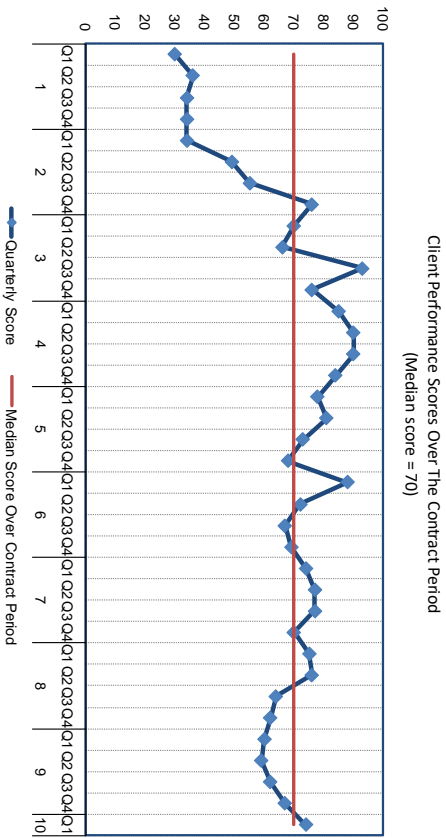
Overall Summary
The overall score has increased from last quarter to 100 points. Performance in this area is always very high.



Client Performance Summary				Rolling		Comments for Quarter
Client	Target	Current Quarter	Quarter Score	Last Quarter	Year Average	
Client P11	Pain/Gain Results by Area	In Gain	Removed n/a	n/a	0.0	This measure has been replaced by Client P17
Client P12	Date Forward Programme issued	By Sept 19	In Progress 10	3	4.0	
Client P13	% variation from current programme spend profile	On time	On time 20	20	20.0	
Client P14	% of IVs giving all info 8 weeks prior to start	100%	98.46% 18	19	18.8	
Client P15	Valuation of compensation events versus targets	<2% variation	0.00% 20	14	18.5	
Client P16	% of CEs committed within timescale	98%	21.79% 0	5	1.3	
Client P17	Client Response Times	100%	92.66% 6	6	3.0	

Total	74	67	65.5
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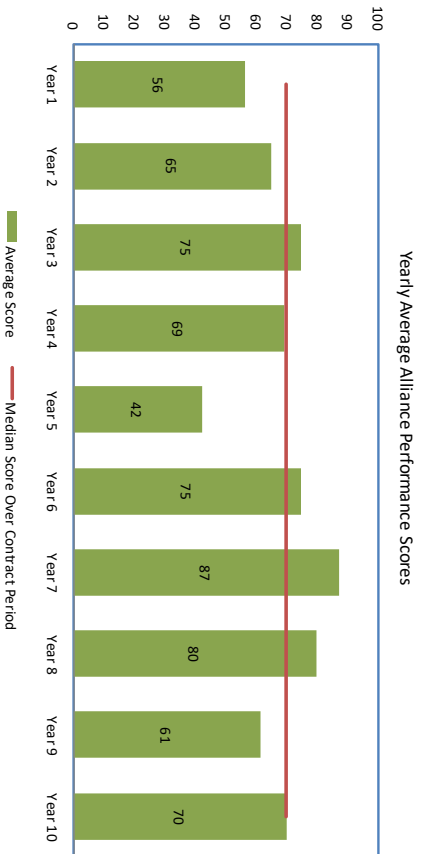
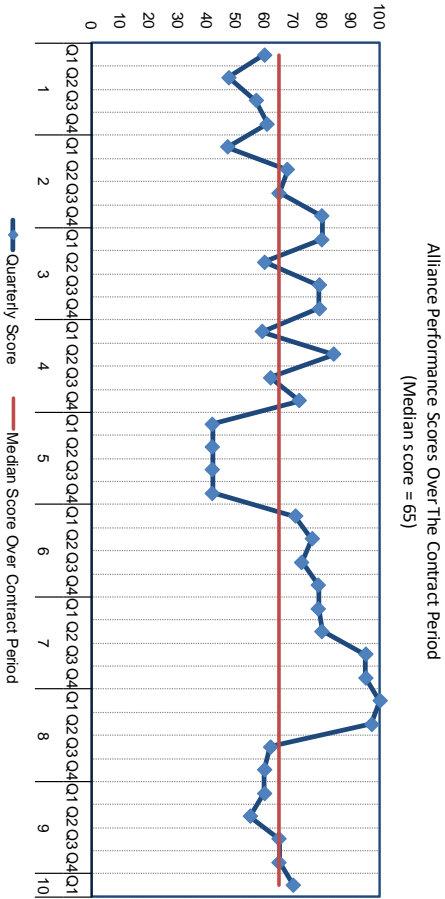
Overall Summary
The Client score has increased this quarter. This is due to the forward programme measure being on schedule, but also an improvement in the valuation of compensation events versus targets.

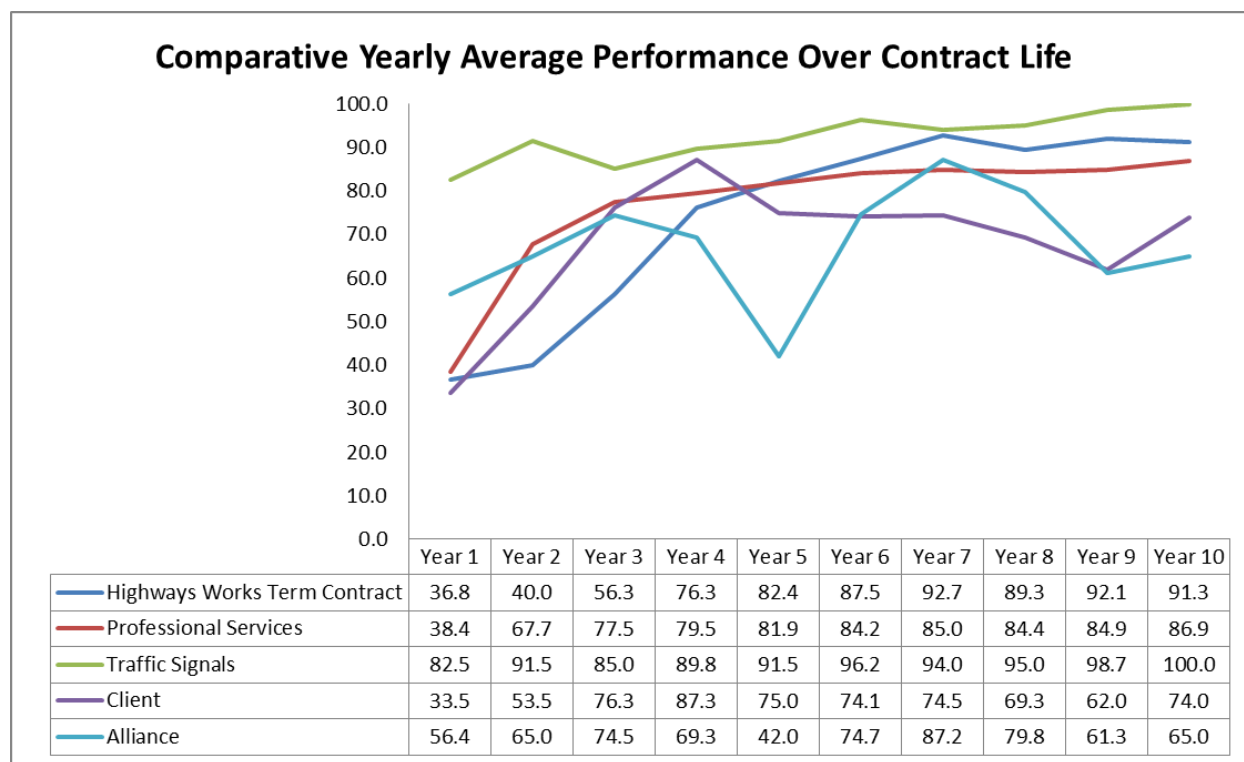


Alliance Performance Summary				Rolling Year		2 Year Trend	Comments for Quarter
Alliance KPI	Target	Current Quarter	Quarter Score	Last Quarter	Year Average		
Alliance KPI1	Net/Positive Press Coverage	95%	98.40%	25	25.0		This Quarter there was 24 positive, 160 neutral and 3 negatives stories. There were 187 stories in total.
Alliance KPI2	Public Satisfaction Survey	>0% improvement	-4.00%	0	1.3		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%	76.83%	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	8.10	20	20.0		This Quarter the relationship score was 8.10 which means the indicator has increased by 0.05 of a point. This did not impact on the overall score.
Alliance KPI6	Creation of an agreed programme	by 30th Nov	In progress	15	10		The programme is due to be finalised by Nov 2019 but this process will take place will the contractors whom are awarded the new contract for 2020. Nevertheless the process is currently on track and the measure scores 15 points.

Total	70	↑	65	63.8
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Overall Summary
 The score this quarter has increased from 65 to 70 points. This is due to the creation of a programme for 2020/21 currently being on track, as oppose to being created after target for 2019/20.





Conclusion

The Highway Works Term Contract score 91.3 has decreased from last quarters score of 93.2. This is the sixth highest score since the start of the contract.

The Professional Service Contract score has decreased slightly to 86.9 from 87.3. This is a good score and maintains at a high level.

The Traffic Signals Contract scored 100 this quarter increasing from 99 last quarter. This area is consistently at a high level; however this is the fifth time that this area has achieved a maximum score.

The Client score has increased to 74 points this quarter from 67. Compensation Events being committed within timescales and enquiry response times are areas that requires improvement if the Client score is to increase significantly.

The Alliance Indicator score has increased to 70 points this quarter. Working towards having an agreed programme in place for next year was the factor in the improvement. However public satisfaction on the NHT survey has dropped from last year so improvement in this area will be required to improve on the score.

James Malpass
August 2019

Appendix B

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.	Ongoing
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.	Ongoing
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.	Ongoing
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	Ongoing
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.	Ongoing

Highway Works Terms Contract (HWTC)– Performance Indicators

HWTC PI1 - Street Lighting service standard.

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

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

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

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

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

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

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

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

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.

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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.

Appendix B

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.

Appendix B

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

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.

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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.

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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

Appendix B

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.

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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.

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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

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>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

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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

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Alliance PI 5 - Defunct

This KPI is no longer measured.

Alliance PI 6 - Creation of an agreed programme

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

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

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

Highways and Transport Complaints Report

Quarter 1;
2019/2020

July 2019

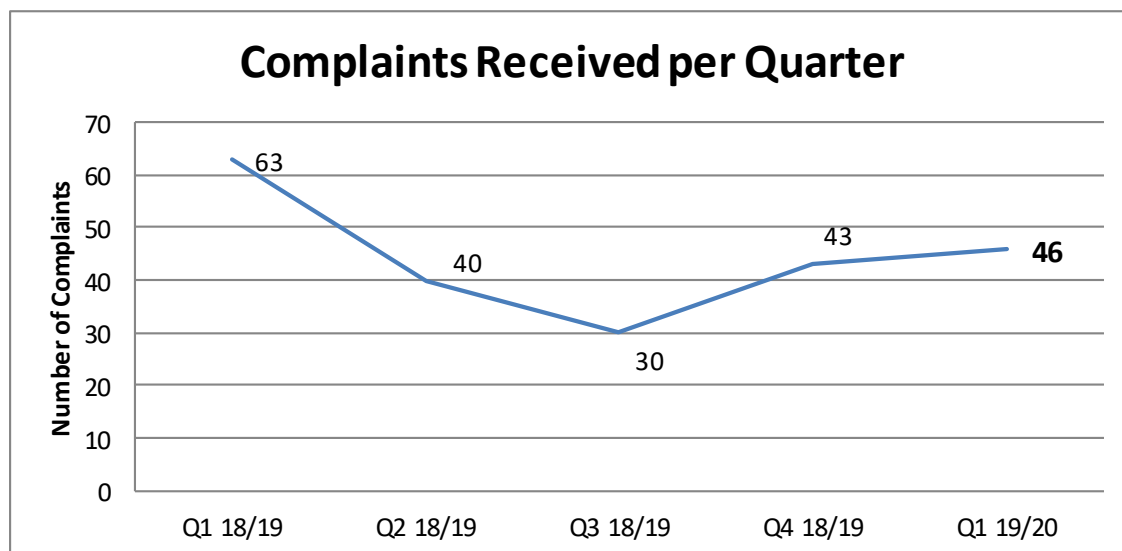
Introduction

The reports produced for this quarter will be the first to utilise the new system that has been implemented and will reflect the direction in which the complaints function is moving. The purpose of this report is to provide a detailed summary of the complaints raised in relation to LCC's Highways and Transport functions. Information included will reflect what has happened in the first quarter of 2019/2020, the overall outcomes, any trends that have emerged, what learning can be taken from this and recommendations to service areas in order to aid the prevention of further complaints of the same nature reoccurring.

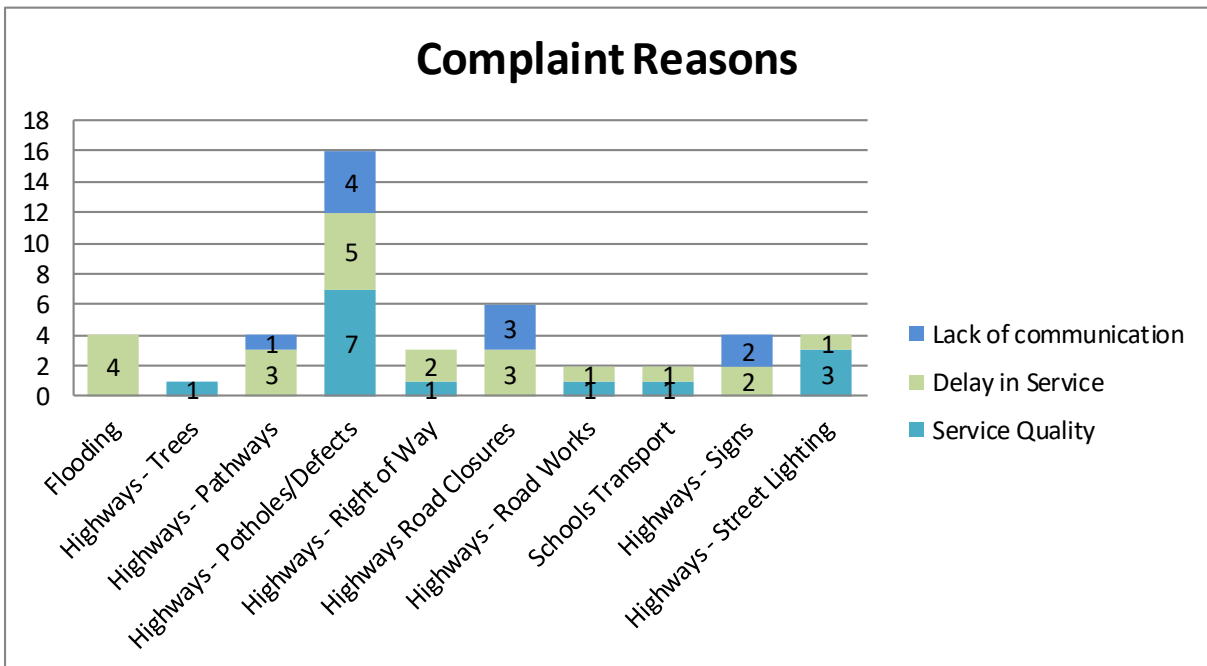
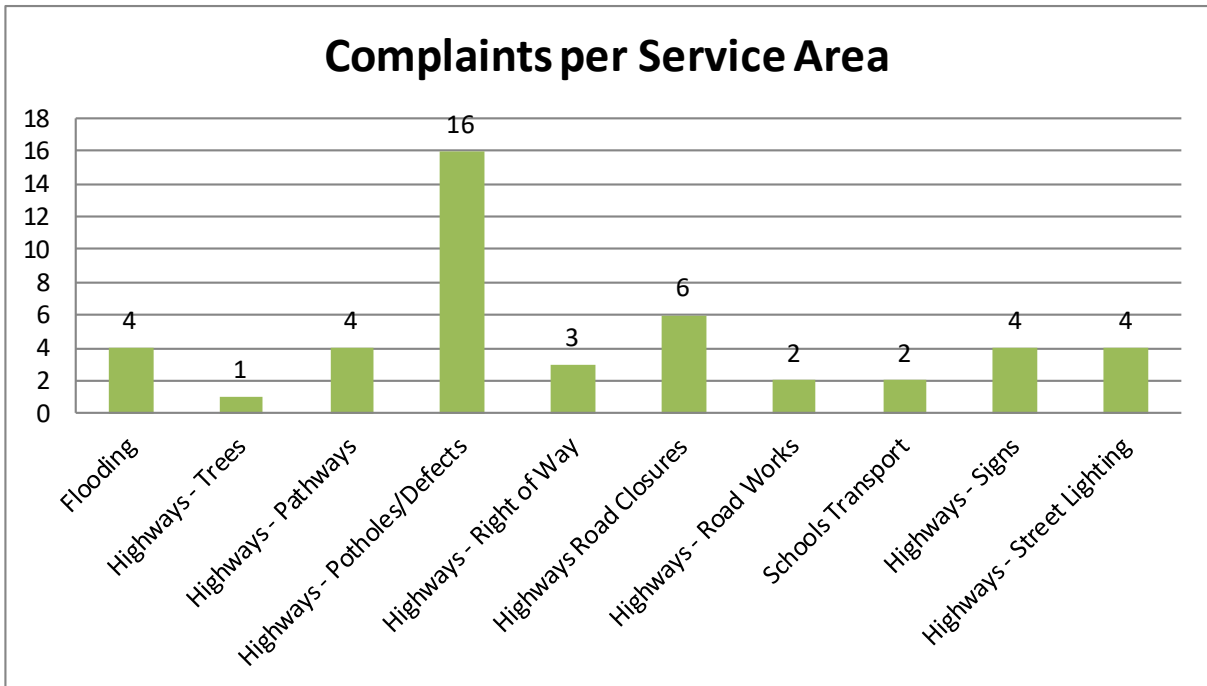
The report and all relevant findings will also be presented to DMT and CLT in order to share learning from complaints.

Q1 Data

In the first quarter of this year 200 complaints were received across the council. Of these complaints 46 were in relation to Highways and Transport services, equating to 23% of complaints raised in the first quarter. This reflects a slight increase on the previous quarter but a 31% decrease in comparison to the first quarter of 18/19.



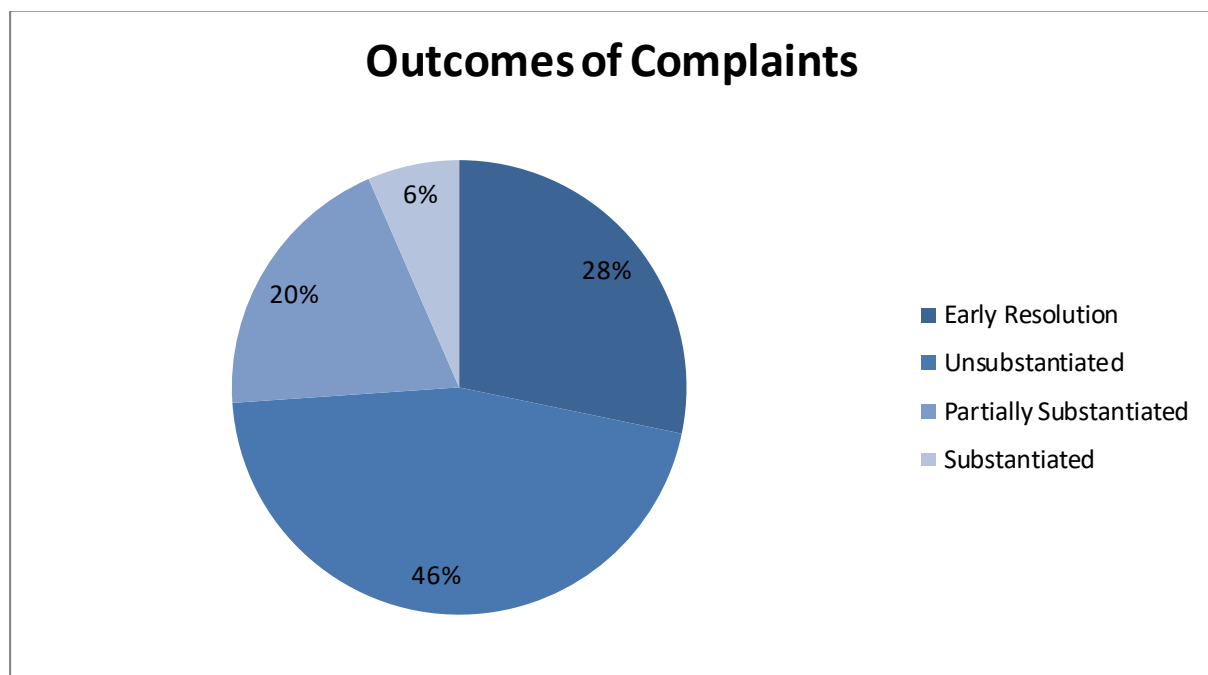
With consistency in the recording of the reason for complaint now incorporated into Lagan we are able to accurately look at this. Where in the past this had been noted as simply the service area to which the complaint related to we are now able to see both the area and the reason.



What this information shows us is that there is a consistency across all of the services in why complaints are being raised. 49% (21/46) of all the complaints raised were due to a delay in service. In addition 22% of the complaints raised were due to a lack of communication from services when

this was promised; equating to almost 1/5th of all of the complaints raised in the first quarter. Not only of the instances were upheld and therefore we are limited in the learning that can be taken from these. The reasons given suggest that there may be issues with communication and this is something which is already being addressed through the Highways Customer Engagement and Liaison Strategy, which actively seeks to improve this.

The below shows that the overall outcome of complaints has remained similar to the previous quarter and is also consistent when looking at annual data for 18/19. Positively reflected in the figure is the inclusion of Early Resolution. This reflects the number of cases that avoided formally entering the complaints process and the individual was given a satisfactory alternative to raising a complaint. Based on the below and that only 2 complaints were substantiated and 8 Partially substantiated, majority of learning will be taken from these cases as this is the only evidence of mistakes made.



Substantiated and Partially Substantiated Complaints

2 Complaints were substantiated at the first stage of the complaints process and 8 were partially substantiated. Of the 2 substantiated both were in relation to a Pothole or Defect in the road.

The information gathered from the 8 partially substantiated complaints provides us with data that should be further reviewed. 2 of these complaints related to signs which stated incorrect road closure times. 4 of the 8 complaints related to the poor quality of temporary pothole repairs. As they were found to be partially substantiated further details of these will be provided to service for review.

Stage 2 Complaints

3 complaints in total were escalated to the second stage of the complaints process. All 3 escalations were found to be unsubstantiated in the first stage of the process and either substantiated or partially substantiated in the second stage.

Further details of these cases will be provided to the relevant managers in order for them to review.

Learning

What can be taken away from the first quarter's data is a consistency in the reasons behind complaints. Within all of the services provided by the Highways and Transport teams the two areas which came up consistently, as shown in the 'Complaints Reason' table, were lack of communication and delay in service.

Recommendations

With a lack of communication accounting for almost a fifth of all of the complaints received from this area service should consider actions to be taken to address this. Addressing this area by implementing communication standards could contribute greatly in a decrease of complaints and provide a positive boost to the perception of the service.

In addition the Customer Relations Team are advised to check the publically available Programme of Works 19/20, when taking calls from customers who wish to complain, before submitting the complaint. This will be implemented with immediate effect.

Conclusion

Although this quarter has seen a slight increase in the number of complaints received it has remained consistent with the overall area's complaints related to and the overall outcomes of complaints raised. In addition to a centralised logging system, contacting the Customer Relations Team has become far easier. Complainants are encouraged to contact via telephone which allows for complaint details to be taken immediately and information provided to the complainant about next steps. We have seen a steady increase in the number of calls that are being received and this factor will also contribute to the increase seen and the expected further increase in the coming quarter.

Over the coming weeks there are still further changes to come. The team will be at full capacity within a few weeks and during this period will settle into the new processes that have been implemented. With this comes an increased communication between the team and Highways and Transport services as the focus continues to remain on achieving Early Resolution. This will continue to aid in the managing of complaints and the learning that can be taken from this.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	16 September 2019
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

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

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

16 SEPTEMBER 2019 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Contract Award Decision	Paul Rusted, Head of Highways Services; Jonathan Evans, Senior Project Leader	PRE DECISION SCRUTINY Executive – 01 October 2019
Winter Service Plan 2019/20	Joe Phillips, Policy and Strategic Asset Manager	PRE-DECISION SCRUTINY Executive Councillor
Highways Quarter 1 Performance Report (1 April to 30 June 2019)	Paul Rusted, Head of Highways Services	Review of the Key Performance and Customer Satisfaction Information.

28 OCTOBER 2019 – 10:00am		
Item	Contributor	Purpose
Rail in Lincolnshire – Engagement with Network Rail and Train Operating Companies	Ian Kitchen, Strategic Transport Policy Manager Paul McKeown, Director of Route Sponsorship, LNE & EM, Network Rail London North Eastern Railway Ltd (LNER) East Midlands Railway (EMR)	Annual engagement session with Network Rail which will include update on progress and discussion of any key issues or concerns in Lincolnshire. Update on Rail Franchise arrangements for Lincolnshire with LNER and EMR.
Spalding Western Relief Road	Teresa James, Senior Project Leader	PRE DECISION SCRUTINY Executive – 05 November 2019
Traffic Management for Events	James Houghton / Ellie Baker	PRE DECISION SCRUTINY Executive Councillor
Highways Customer Engagement and Liaison	Karen Cassar, Assistant Director – Highways; Georgina Statham, Highways Liaison Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.
Highways Fault Reporting System	Georgina Statham, Highways Liaison Manager	Update on the highways fault reporting system performance / response times.
Civil Parking Enforcement Annual Report 2018 - 2019	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.

09 DECEMBER 2019 – 10:00am		
Item	Contributor	Purpose
Highways Quarter 2 Performance Report (1 July to 30 September 2019)	Paul Rusted, Head of Highways Services	Review of the Key Performance and Customer Satisfaction Information.
Lincolnshire Connected	Vanessa Strange, Accessibility and Growth Manager	Review of the Lincolnshire Connected document and future actions
Roadside Wildflower Planting	Chris Miller, Team Leader – Countryside Services	Review of current arrangements for roadside wildflower planting.
Cycling Strategy	Philip Watt, Cycling Officer	Review of current Cycling Strategy arrangements.
CCTV Pilot Scheme for Parking enforcement outside schools	Matt Jones, Parking Services Manager	Review of future options for the CCTV Pilot Scheme

20 JANUARY 2020 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2020/21	Karen Cassar, Assistant Director – Highways	PRE-DECISION SCRUTINY Budget Proposals for 2020/21
Permit Scheme Annual Report 2018/19	Mick Phoenix, Network Management Commissioner; Mandi Robinson Network Regulation Compliance Manager	Annual review of the Highway Permit Scheme.

09 MARCH 2020 – 10:00am		
Item	Contributor	Purpose
Highways Infrastructure Asset Management Plan 2020	Joe Phillips, Policy and Strategic Asset Manager	Annual review of the Highways Infrastructure Asset Management Plan.
Highways Quarter 3 Performance Report (01 October to 31 December 2019)	Paul Rusted, Head of Highways Services	Review of the Key Performance and Customer Satisfaction Information.

27 APRIL 2020 – 10:00am		
Item	Contributor	Purpose
Winter Maintenance – End of Year Report	Joe Phillips, Policy and Strategic Asset Manager	
Review of revised arrangements for Lincolnshire's Local Access Forums	Chris Miller, Team Leader, Countryside Services	Review of the revised arrangements for Lincolnshire's Local Access Forums in April 2019.

27 APRIL 2020 – 10:00am		
Item	Contributor	Purpose
TransportConnect - Teckal Company Annual Report	Anita Ruffle, Group Manager Transport Services	Annual Report
Passenger Transport Update	Anita Ruffle, Head of Transport Services	Comprehensive update on a wide range of Passenger Transport related items.

- **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.
- **Footway parking** – The Committee has requested to consider the current guidance and situation from the DfT on parking on footways.
- **Rural Bus Service** – The Committee has requested to consider rural bus services in more detail at a future meeting.

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

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

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
I018447	Winter Service Plan 2019	Between 16 September 2019 and 27 September 2019	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Report	Policy and Strategic Asset Manager Email: joe.phillips@lincolnshire.gov.uk Tel: 01522 553105	Executive Councillor: Highways, Transport and IT and Executive Director of Place	Yes	All Divisions
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@lincolns hire.gov.uk	Executive Councillor: Highways, Transport and IT and Interim Executive Director of Place	Yes	All Divisions
I017556	Final Report from the Roundabout Sponsorship and Advertising Scrutiny Panel	1 October 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	
I017458	Spalding Western Relief Road	5 November 2019	Executive	Spalding Western Relief Road Executive Management Board; Public & Businesses in Spalding/ South Holland District Council; and Highways and Transport Scrutiny Committee	Report	Senior Project Leader (Major Schemes) Tel: 01522 555587 Email: Teresa.james@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director of Place	Yes	I017458

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