



County Offices  
Newland  
Lincoln  
LN1 1YL

4 December 2020

**In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.**

### **Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 14 December 2020 at 10.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Highways and Transport Scrutiny Committee and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

<https://lincolnshireintranet.moderngov.co.uk/ieListDocuments.aspx?CId=492&MId=5548> Members of the public and the press may access the meeting via the following link: where a live feed will be made available on the day of the meeting.

Yours sincerely

A handwritten signature in black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE  
Chief Executive

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

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



**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA  
MONDAY, 14 DECEMBER 2020**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Members' Interests</b>	
<b>3</b>	<b>Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 26 October 2020</b>	5 - 12
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
<b>5</b>	<b>The Fifth Local Transport Plan (LTP V)</b> <i>(To receive a report by Vanessa Strange, Head of Infrastructure Investment, which provides an overview of the work being undertaken and the themes being considered for the Council's Fifth Local Transport Plan. The ideas and thoughts of Members are welcomed as part of the shaping of the work emerging concepts for the Plan)</i>	13 - 18
<b>6</b>	<b>Approval to Award a Contract for the Supply of Winter Maintenance Vehicles</b> <i>(To receive a report by Dan Charlesworth, Senior Commercial and Procurement Officer, in connection with the outcome of the procurement of winter maintenance vehicles and a recommendation to award to the highest scoring provider to Executive Councillor Richard Davies, Highways, Transport and IT to approve the decision and the contract)</i>	19 - 28
<b>7</b>	<b>Highways - Gully Cleansing, Repair and Surface Water Flooding</b> <i>(To receive a report by Richard Fenwick, County Highways Manager and Shaun Butcher, County Programme Manager, in connection with the reactive, cyclic and planned aspects of highways drainage maintenance including low-level flooding response)</i>	29 - 34
<b>8</b>	<b>Performance Report, Quarter 2 - (1 July 2020 to 30 September 2020)</b> <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' performance report and the highways and transport complaints report)</i>	35 - 104

**9 Highways and Transport Scrutiny Committee Work Programme** 105 - 106

*(To receive a report by Simon Evans, Health Scrutiny Officer, in connection with the Committee's Work Programme. Members' comments are sought on the items for future consideration)*

**10 TransportConnect Ltd - Teckal Company Update** 107 - 140

*(To receive a report by Anita Ruffle, Head of Transport Services, which provides an update on the Council's Teckal Company, TransportConnect Ltd, which was established in 2016 as an intervention into the passenger transport market.*

**Note: In accordance with Section 100 (A)(4) of the Local Government Act 1972, Appendix B to this report has not been circulated to the press and public on the grounds that it is considered to contain exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended. The press and public may be excluded from the meeting for the consideration of this item of business)**

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

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

Contact details set out above.

All papers for council meetings are available on:  
<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**HIGHWAYS AND TRANSPORT  
SCRUTINY COMMITTEE  
26 OCTOBER 2020**

**PRESENT: COUNCILLOR B ADAMS (CHAIRMAN)**

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

Executive Councillor R G Davies, Highways, Transport and I T and Clio Perraton-Williams, Executive Support Councillor, Highways, Transport and IT, attended the meeting spoke.

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Karen Cassar (Assistant Director Highways), Jason Copper (Transport and Growth Manager), Sam Edwards (Head of Highways Infrastructure), Matt Jones (Parking Services Manager), Anita Ruffle (Head of Transport Services), Daniel Steel (Scrutiny Officer), Philip Watt (Project Officer) and Jayne Wingad (Rail Policy Officer)

16 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

None received.

17 DECLARATIONS OF MEMBERS' INTERESTS

None received.

18 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 14 SEPTEMBER 2020

(Note: Councillor Mrs J Brockway arrived in the meeting)

**RESOLVED**

That the minutes of the previous meeting held on 14 September 2020, be approved as a correct record, subject to the fourth bullet point of minute 13, being amended to read – "It was confirmed that this was always taken into consideration during the planning of major projects".

19 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

Executive Councillor R G Davies reported that the Council's Parking Enforcement Team had won the prestigious "Patrol Parking Award" for its report on parking enforcement and that the report had been mentioned by the Chair of Parliament's Transport Select Committee. The Chairman requested that the congratulations of the Committee should be passed to officers and the management team for winning this award.

20 RAIL FRANCHISE UPDATE AND ENGAGEMENT WITH NETWORK RAIL AND MIDLANDS CONNECT

(Councillor M Whittington left the meeting during this item)

The Committee received a report in connection with an update regarding changes to rail franchising and the impact of COVID-19 from the Department for Transport (DfT), East Midlands Railway (EMR), Network Rail and Midlands Connect and for them to outline their current rail proposals for Lincolnshire.

(a) Eddie Muraszko, (DfT)

He outlined four issues:-

- (1) The short term-effects, including the severe reduction in patronage when the lock down started in March 2020; the introduction of emergency timetables; the effects of absenteeism; and that franchisees should only provide services they were able to deliver.
- (2) The medium term-effects including delays to infrastructure; the suspension of driver training; the prioritisation of services that worked and on-going work with Network Rail and train operators.
- (3) The massive financial impact to revenues; the need to ensure social distancing on trains; the increased managerial role of the DfT; the use of Emergency Measure and Emergency Recovery Agreements; the increased role and responsibility of the Department and increased co-operation of rail operators would lead to simpler fare structures and better co-ordination of services.
- (4) The implementation of certain parts of the Williams Review, particularly the reform of fares; future demand uncertainty; the need for flexibility by train operators and the uncertain financial outlook facing the country.

Comments by Members included:-

- The improved service to Gainsborough was welcomed.
- There was a need to improve services on the joint-line between Peterborough and Doncaster.
- To get patronage back to the levels of pre-Covid-19 it was essential that the service was improved so much not to make people use their cars.
- "Building Back Better" was welcomed.

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE**  
**26 OCTOBER 2020**

- There was a need to improve connectivity for passengers on the Nottingham to Skegness line at Grantham.

Eddy Muraszko stated that it was hoped to improve regional services but he was unable to give a precise date when these would take place, agreed with the comments about increased patronage adding that train operators had been working on marketing campaigns for 2020 to increase patronage before the Covid-19 crisis and that the new arrangements would allow train operators to improve connectivity for passengers.

- (b) Max Taylor, East Midland Railways referred to the reduction in patronage due to Covid-19 but that patronage had slowly increased in recent months; a 97% restoration of the timetable in recent

months; the withdrawal of 37 services because of self-isolation by train crews; the protection of middle of the day services; the need to run a reliable service; outlined improved services for 2020 with the 2021 timetables still being examined and that it was hoped to respond to service provision when the new contractual arrangements were in place.

Comments by Members included:-

- The proposed improvements on the joint-line in Peterborough would help to improve services for the southern half of Lincolnshire.
- Reliable services were important.
- There were many small towns and villages in South Holland and rail and bus services were poor. The Peterborough to Lincoln service going via Spalding had been welcomed by local residents as it allowed people to get to Lincoln County Hospital. It was noted that this service had been removed due to the Covid-19 crisis despite highway services still being provided and this rail service needed to be restored. Max Taylor explained the reason for the reduction in this service and stated that the Member's comments would be considered in the 2021 timetable consultations.

- (c) Paul McKeown, Network Rail, Eastern Region

He highlighted the effects of Covid-19 on the workforce adding that after four/six weeks it had been possible to resume work and good progress was being made on the operational sites; referred to devolution of Network Rail to the regions and closer to passengers and stakeholders; stated that the Kings Cross was Network Rail's largest project with February 2021 planned for the final phase and referred to the on-going work to complete the Wellington interchange in 2021.

Comments by Members included:-

- An enquiry was made about the life expectancy of the East Coast mainline electrification. Paul McKeown stated that there was a programme of renewal of the wires only and that because of the increase in the electric fleet on this line funding was being sought from the DfT to increase the power supply.

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE  
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- Reference was made to the upgrade of the old shared joint Great Northern and Great Eastern route running from Peterborough to Doncaster via Spalding and Lincoln with space being left for electrification which would help the eastern part of Lincolnshire.

(d) Andrew Clark, Midlands Connect

He highlighted the on-going work with Network Rail to examine an increase in the speed and frequency of trains between Newark to Lincoln; referred to the on-going work with Network Rail to examine an increase in speed between Nottingham and Newark and thanked the local authorities for the contribution towards the improvement of both these lines.

Comments by Members included the need to examine the speed of rail traffic north and east of Lincoln. Andrew Clark stated that they were only able to examine the business case for trains on those railway-lines mentioned and agreed that the wider rail corridor needed to be examined.

The Rail Operators were thanked for their presentations. Members requested that they should receive a six monthly update on rail matters during the current Covid-19 crisis, welcomed the likelihood of a more co-ordinated approach amongst rail operators in the future and welcomed the contribution by other local authorities in the area.

Officers stated that while it might not be possible to get all the operators to attend on a six monthly basis a progress report could be produced for Members. Officers stated that work was on-going to produce Local Transport Plan 5 and the commissioning of reports into maximising service improvements and infrastructure on the railways were also being examined.

**RESOLVED**

- (a) That the presentations by Rail Operators, and the comments of Members, be noted.
- (b) That the Committee receive a progress report in six months.
- (c) That a progress report be submitted to a future meeting in connection with the outcome of consultations into improvements to the rail service on the Peterborough to Lincoln railway-line by East Midlands Railways.

**21 CYCLING STRATEGY 2020/30**

(Note: Councillor B Adams, Chairman, left the meeting and Councillor S P Roe, Vice-Chairman, chaired the meeting)

Following consultations with the Chairman, Andy Porter, Acting Secretary of the Minster Fields Community Group, addressed the meeting in connection with the need for improved walking and cycling access across the A158/A46 junction/roundabout, which was currently being improved by the Council. He stated that the route formed part of Sustrans Cycle Route 1 and that people of all ages used the route with many



**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE**  
**26 OCTOBER 2020**

children from the estate attending the school in Nettleham, which was already suffering parking problems because people considered the junction unsafe for walking and cycling. He stated that footbridge was required.

The Chairman stated that the letter submitted by Andy Porter had been circulated to members before the meeting and thanked him for his presentation.

The Committee received a report in connection with the Cycling Strategy being developed by the Transport Services Group. The report provided an overview of the emerging Cycling and Walking Network Plans and other activities relating to cycling and walking. The Strategy aligned with the area based Transport Strategies and was being developed alongside key policy work including: the Fifth Local Transport Plan, the Green Master Plan and the Tourism Action Plan.

Officers added that the aim of the Strategy was to make cycling a regular form of transport.

Comments by Members included:-

- Andy Porter's comments, on behalf of the Minster Fields Community Group, were supported and many letters had been received supporting the Community Group.
- Saxilby Parish Council had requested that it should be recorded in the minutes that they had not received a response from the Council in connection with the problems of the completion of a short section of cycleway between Lincoln and Saxilby funded by the Access Lincoln Project, had requested details of the timetable for the delivery of the project and that this Committee should regularly monitor the project. Officers apologised for not responding to the Parish Council and stated that the cycle route from the A57 to a walkway in Saxilby would be completed to create a route to Lincoln. Officers agreed to keep the Parish Council informed of progress.
- The proposal to complete a link between North and South Hykeham was welcomed and it was requested that progress of this scheme should be reported to this meeting.

RESOLVED

- (a) That the comments by Members be noted and actioned by officers, accordingly.
- (b) That the Committee receive regular updates of progress of the Cycling Strategy 2020/30.
- (c) That the comments by the local Member for Nettleham and Saxilby, in connection with the issues raised by Saxilby Parish Council about the Access Lincoln Project, be noted and actioned by officers accordingly.

**22 REVIEW OF HIGHWAYS CUSTOMER ENGAGEMENT AND LIAISON ARRANGEMENTS**

The Committee received progress report in connection with the implementation of the Highways Customer Engagement and Liaison Strategy and Implementation Plan. The report documented what the department had done against what the department had said it would do.

Comments by Members included the increased confidence on reporting highway issues, improved customer feedback, details of a particular incident involving the erection of a highway's sign warning of work about to start and the sign subsequently being removed and no work taking place. Officers requested that the Member send details of the removal of the highway's sign to them to investigate.

Members stated that the improvements to the "FixMyStreet" App were welcomed as it was important for the public to be kept informed.

Members agreed to review progress of the Liaison Strategy and Plan on an annual basis.

**RESOLVED**

That the report and comments by Members be noted, and that the Liaison Strategy and Plan be reviewed annually.

**23 CIVIL PARKING ENFORCEMENT ANNUAL REPORT 2019 TO 2020**

The Committee received the Annual Report on Civil Parking Enforcement related activities and a financial statement showing the cost of the operation, including any deficit or surplus in accordance with the Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.

Comments by Members included:-

- Irresponsible parking outside of schools at certain times was still a problem. It was suggested that by the use of local intelligence poor parking could be reported to the Council.
- South Holland District Council welcomed working with the Council in connection with their own car parks.
- An enquiry was made about "nuisance" parking and vehicles blocking private driveways. Officers stated that nuisance parking covered anything that was none-compliant, e.g. a vehicle irresponsibly parked in a disabled bay. With regard to the blocking of private drives action could be taken but the written authority of the resident was required before the Council could take any action.

Members thanked officers for an informative and transparent Annual Report and congratulated officers for winning the "Patrol Parking Award".

RESOLVED

- (a) That the comments by Members be noted.
- (b) That the Annual Report 2019/20 be noted and be published on the Council's website.

24     ANNUAL UPDATE ON LINCOLNSHIRE COUNTY COUNCIL'S APPROACH TO TRAFFIC MODEL AND TRANSPORT STRATEGY DEVELOPMENTS

The Committee received a report and presentation in connection with the Transport Strategy, its purpose and benefits for the Council, the progress made since the last report in June 2019 and the further developments planned in the coming year.

Officers outlined the completed strategies, new ones being proposed, including the A15/A17 and A52, the role of local Transport Boards and the process for bidding for funding from the Midlands Connect Development Fund for projects.

Officers gave an example of traffic modelling in Boston and the effects of improvements to vehicle flow when certain traffic measures were put in place.

RESOLVED

That the report and the planned transport strategy developments for future years be noted and supported.

25     HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

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

It was noted that the report in connection with "Roadside Nature Reserves and Wildflowers" would now be considered at the meeting on 25 January 2021.

RESOLVED

That the Work Programme be noted and updated accordingly.

26     DANIEL STEEL, SCRUTINY OFFICER - LAST MEETING

The Chairman stated that this was Daniel Steel's, Scrutiny Officer, last meeting before taking up a new post in the Council. The Chairman, on behalf of Members, thanked Daniel for his service to the Committee and wished him well in his new post.

The meeting closed at 12.44 pm

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>The Fifth Local Transport Plan (LTP V)</b>

### Summary:

This report sets out emerging concepts for Lincolnshire County Council's Fifth Local Transport Plan (LTP V). The report provides an overview of the work being undertaken and the themes being considered. Ideas and thoughts from members of the committee are welcomed as part of the shaping of the work.

### Actions Required:

The Highways and Transport Scrutiny Committee is invited:

1. To consider the development of the Local Transport Plan.
2. To share thoughts and ideas to help shape the document's development.
3. To receive a further report in early 2021.

## 1. Background

### Purpose, Connections and Audience

Work has begun on a new, Local Transport Plan (LTP) for Lincolnshire. The current document LTP4 was written to cover the period 2013/14 – 2022/23.

The production of a Local Transport Plan is a statutory requirement, under the Local Transport Act 2008, for local authorities. However, its role has changed. It no longer provides the basis of a direct financial allocation from the Department for Transport (DfT), although it is more often than not required to be referenced in transport based bids to government. Instead, it sets out the long term policy structure for local transport delivery, including a set of scheme priorities and a vision connecting across the area's wider policy backdrop.

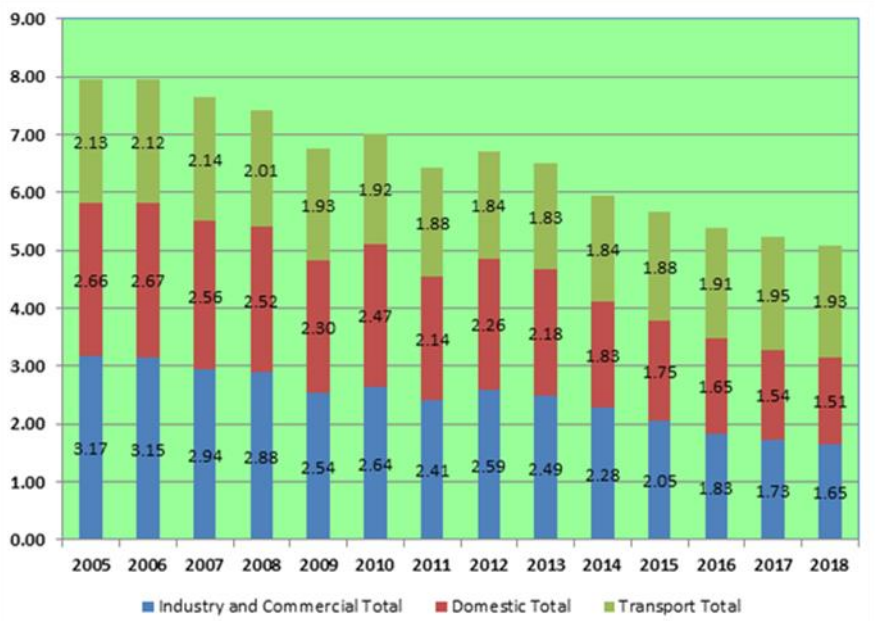
LTP V will become one of the crucial strategic documents for Lincolnshire and will sit alongside: Greater Lincolnshire's Local Industrial Strategy, the Economic Recovery Plan, Greater Lincolnshire's Planning for Growth agenda, the County Council's corporate plan, the Green Master Plan and the Joint Strategic Needs Assessment.

There are a number of external audiences – in particular national government, but also local planning authorities, developers and investors. The document will be integral to the spatial development across Lincolnshire. As such the Strategic Infrastructure Development Plan will be aligned with the infrastructure asks of the LTP. The District Local Plans will provide both an input into LTP V in terms of identified development but will in turn be shaped by LTP V as a new transport policy framework takes shape, ultimately working towards a level of policy integration.

**Timescales: Combining Current, Medium and Future Thinking, – 2026, 2036 and 2050**

Taking three dates – 2026, 2036 and 2050, we will set out the medium and long term requirements as well as horizon scanning to 2050. 2036 is a key date for a number of complementary documents including transport strategies and growth allocations in the adopted Local Plans. To bring about the greatest benefits for Lincolnshire we will strive to integrate spatial planning and transport planning.

Some emerging trends in technology and society as well as strategic ambitions in Lincolnshire stretch out to 2050 – in line with the Planning for Growth Agenda and Green Master Plan timelines.



As an example of the need to think about the longer term, the graph above highlights the role that transport currently plays in terms of CO<sup>2</sup> contribution and shows the scale of the challenge in terms of moving to clean transport and demonstrates the need for us to think about 2050 targets in our short, medium and long term actions. The shift to sustainability will need to build over time to meet local, national and international commitments.

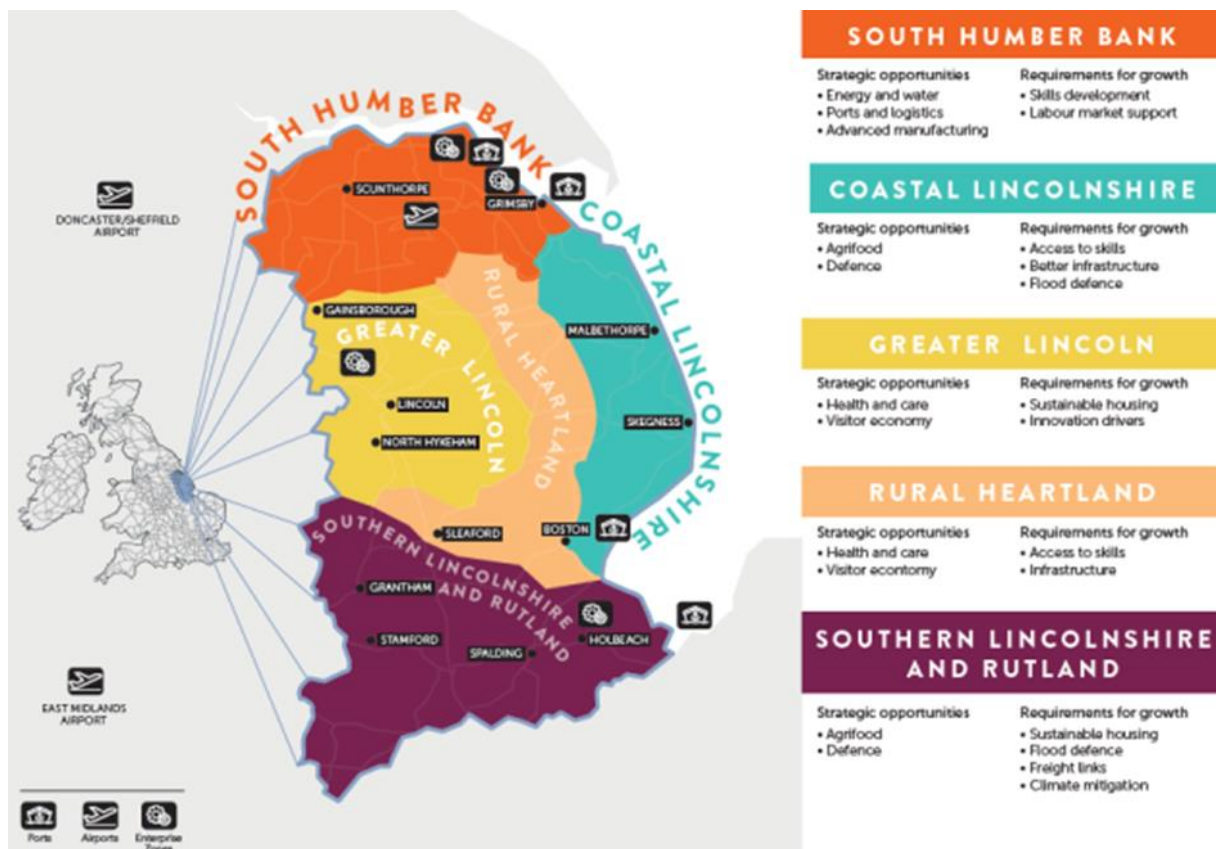
## What will be included?

The document will talk about "transport modes" from walking and cycling to freight and infrastructure, from roads to ports to cycle paths and will look at the services that we need such as rail and local bus and the opportunities to work differently through a "Mobility as a Service" model.

LTP V will provide the opportunity to reset our policies to movement – the need to move differently and use digital as a mode. Infrastructure requirements will be considered more broadly – with blue and green infrastructure playing a bigger part than in the past. Technology and data could be new areas too – managing traffic flow in urban spaces and aiding journey reliability for freight.

LTP V will have a much stronger focus on place and supporting sectors, creating environments where people, communities and businesses can thrive.

Using a place based approach we can again build upon the Local Industrial Strategy and Planning for Growth Vision; both build on Lincolnshire's geographical strengths and tackle Lincolnshire's geographical disadvantages.



## **Supporting Sectors**

LTP V provides an opportunity to support sectors in Lincolnshire. For example: supporting the agri-food sector and the emerging food valley concept – with a focus on freight, data and connectivity to the strategic road network and ports. Maximising the opportunities for cycling and walking holidays with the visitor economy, working closely with the Tourism Action Plan and Tourism Commission.

## **Building the Case to Invest in Lincolnshire**

Local Transport Boards, the development of transport strategies in our urban areas, the data that we hold, intelligence from local members and conversations with our businesses are all helping to shape priorities.

This will include the quality of our roads, investment in key corridors and national and international connectivity. Better rail connectivity and new rail solutions will sit alongside opportunities for CallConnect to evolve through technological innovation and emerging Mobility as a Service (MaaS) models which aim to achieve a seamless integration of multiple modes of transport. Mobility hubs and blue and green infrastructure will also be part of the picture offering access to a broader mix of transport and mobility options.

Walking and cycling are receiving significant levels of funding as part of the Government's cycling investment commitments. With the many benefits to health, congestion and air quality cycling and walking will feature strongly in the document.

Cleaner transport, fuelling, the energy agenda, automation, new business models and actual new modes of travel will transform how people, goods and services move in Lincolnshire. The importance of understanding and meeting the opportunities and challenges this will bring cannot be overstated, and particularly in a rural county. The technology is of course the how – the document must be driven by the day to day activities of the people who live in Lincolnshire and the places that they live in and visit.

We need to do better at understanding the emerging mobility and connectivity needs and expectations of people of all age groups, to ensure that Lincolnshire is successful in its ambition to grow by attracting and retaining young and working age people to live and work in Lincolnshire and to cater for the mobility needs of older and less mobile people too.

Understanding the impact of Covid-19 on sectors and behaviour will also inform the document. How will it impact people's behaviours in terms of journey patterns, choosing to work from home going forward, for example?



The fundamental challenge for our future transport network will be how to balance the demand for clean growth and improved connectivity with an increasingly congested transport system that is, in many places, at capacity. Ensuring that the existing infrastructure is used to its maximum efficiency will be at the core of the future of mobility in the County. This can only be achieved through key strategic infrastructure investments and a significant mode shift from the private car to public transport and active forms of travel.

### **Questions for Consideration**

1. Do you think that the balance of proposed themes is right? Are there any that you would recommend prioritising over others?
2. How is Covid-19 changing how people move now and in the longer term in your divisions?

### **2. Conclusion**

This report sets out the current approach to the developing Fifth Local Transport Plan. It explains the emerging priorities of LTP V. The report seeks support from the Committee for the approach, with a further report to be presented in early 2021.

### **3. Consultation**

#### **a) Risks and Impact Analysis**

None

### **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 Vanessa Strange, Head of Infrastructure Investment, who can be contacted by e-mail at [vanessa.strange@lincolnshire.gov.uk](mailto:vanessa.strange@lincolnshire.gov.uk)

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>Approval to Award a Contract for the Supply of Winter Maintenance Vehicles</b>

**Summary:**

This item invites the Highways and Transport Scrutiny Committee to consider a report on the *Approval to Award a Contract for the Supply of Winter Maintenance Vehicles*.

This decision is due to be considered by the Executive Councillor for Highways, Transport and IT between 14 and 18 December 2020. 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 IT.
- (2) To agree any additional comments to be passed to the Executive Councillor for Highways, Transport and IT in relation to the proposed decision on the *Approval to Award a Contract for the Supply of Winter Maintenance Vehicles*.

**1. Background**

The report to the Executive Councillor 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

Not applicable

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to Executive Councillor for Highways, Transport and IT on the Approval to Award a Contract for the Supply of Winter Maintenance Vehicles

### 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 Dan Charlesworth, who can be contacted on 07920765318 or [dan.charlesworth@lincolnshire.gov.uk](mailto:dan.charlesworth@lincolnshire.gov.uk).

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

Report to:	<b>Councillor R G Davies, Executive Councillor for Highways, Transport and IT</b>
Date:	<b>Between 14 December 2020 and 18 December 2020</b>
Subject:	<b>Approval to Award a Contract for the Supply of Winter Maintenance Vehicles</b>
Decision Reference:	<b>I021297</b>
Key decision?	<b>Yes</b>

**Summary:**

The report sets out the activity undertaken by the Council to secure the replacement of 41 winter maintenance vehicles (WMVs or Gritters) from the Council's fleet of gritters over the next five years.

This is to ensure the Council is able to meet its ongoing statutory duty under Section 41(1A) of the Highways Act 1980 to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

**Recommendation(s):**

That the Executive Councillor for Highways, Transport and IT approves the award of a contract for the supply by way of purchase of 41 Winter Maintenance Vehicles to Aebi Schmidt UK (Bid 1).

**Alternatives Considered:**

1. To maintain the current lease arrangement.  
  
 This would ensure that the Council was able to fulfil its legal obligations but at a considerably greater cost than would be the case if the proposed contract is awarded (please see Resource comments for further details).  
  
 Moving to an outright purchase model provides the Council with complete control over the maintenance of the vehicles. This allows the Council to maintain vehicles to a very high standard, and to more directly influence the mechanical condition of the vehicle as it approaches the end of its life, with the opportunity that the Council might extend the working lives of the

2	<p>vehicles from the current ten years, to twelve years or possibly more.</p> <p>No consideration has been given to not procuring vehicles at all as this would not enable the Council to fulfil its statutory duty.</p> <p>Award to a different supplier</p> <p>The recommendation is to award the contract to the supplier that has submitted the most economically advantageous tender in accordance with the procurement process and the Council's chosen evaluation criteria. Award to any other tenderer would create a significant risk of successful procurement challenge.</p>
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**Reasons for Recommendation:**

The Council has now concluded evaluations of tenders received for the supply of gritters and the winning tenderer, based on the Council's chosen award criteria, is: Aebi Schmidt UK. Approval is now sought for permission to award a contract to Aebi Schmidt UK.

This is the supplier whose tender scored the highest, and which provides the Most Economically Advantageous Tender (MEAT) against the Council's chosen award criteria.

The winning tenderer demonstrated its quality through a series of method statement responses designed to test its approach in relation to compliance to the Council's technical specifications, delivery timescales and contingencies, environmental impact; and the availability of spare parts and the ongoing provision of technical support.

**1. Background**

**1.1 Context**

The Council has statutory duty under Section 41(1A) of the Highways Act 1980 to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

The Council fulfils this duty by carrying out precautionary salting of 1,900 miles of carriageway network during times of inclement, winter weather.

On average the County salts the network 85 times in a winter season. Any failure to maintain this network during the winter season could lead to legal action and significant disruption to schools and businesses across the County.

To ensure it has sufficient resources for its winter service operations the Council currently operates, as a minimum:

- 47 gritters equipped with removable ploughs (consisting of 43 front-line gritters and four spare vehicles to cover breakdowns);
- eight operational centres where gritters and salt supplies are based; and
- a minimum of 25,000 tonnes of salt in stock at the start of the winter maintenance season.

41 of the Council's current fleet of 47 gritters were purchased under lease agreements with a term of ten years; six of the vehicles were purchased outright, within the last two years, following expiry of their lease arrangements. The next set of leases due to expire does so at the end of April 2021. When the vehicles reach ten years of age, they must be returned to the lease company.

Being leased, the Council has very little control over the level of maintenance the vehicles receive over their life, and one benefit of moving to this purchase/maintenance provision from the current lease agreement is that this provides the Council with complete control over the maintenance of the vehicles. This allows the Council to maintain vehicles to a very high standard, and to more directly influence the mechanical condition of the vehicle as it approaches the end of its life, with the opportunity that the Council might extend the working lives of the vehicles from the current ten years, to twelve years or possibly more.

As a result the Council has undertaken a procurement process with a view to a contract for the purchase of 41 winter maintenance vehicles with ploughs. This is dealt with in more detail in the remainder of this report.

In addition, vehicle maintenance is being explored for the entire County Council fleet, including gritters in a separate exercise following feedback from a market engagement exercise with a County-wide maintenance provision, for all vehicle types, likely to provide economies of scale and better value for money. To mitigate against any ongoing maintenance risks to the gritter fleet, whilst a corporate fleet maintenance contract is procured, the gritter contract has mandated the requirement for an extended warranty period to be included as part of the supply of the vehicles.

## **1.2 Procurement Process and Result**

A procurement exercise was undertaken utilising the Yorkshire Purchasing Organisation framework. The framework is nationally recognised and contained the leading organisations in this field. The framework allowed for the Council to establish its own award criteria and weightings enabling us to place most significance on the areas important to the Council. Use of the framework ensured that the Council was compliant with its procurement law obligations and the requirements of its own Contract Regulations for a contract of this value.

The 20 eligible providers on the framework were invited to submit proposals with responses received from seven bidders prior to the deadline. Bidders were each allowed to submit up to three separate bids each, allowing them to partner with a range of different manufacturers and present alternative makes and models to best meet the Council's requirements. In total eleven submissions were received.

Tenders were evaluated on a 60% price, 40% quality split as detailed further below:

**Prices and Costs 60%**

Vehicle price and salt adaptation	55%
Spare parts basket	5%

The price aspect was based on the total purchase price of each vehicle type (55%) for the first year of supply as well as a sample basket of spare part pricing (5%). These initial prices will then be subject to an inflation mechanism based on open book principles. The successful contractor will be required to provide evidence in relation to rises in relevant indices, cost of parts and any other relevant measures to justify any request for an increase in the price paid of any vehicles, which will be mutually agreed by both parties. A provision was also included so that this inflation mechanism approach can also be utilised as part of the order for the initial vehicles dependent on the result of Brexit negotiations. This was to ensure providers could bid with cost certainty rather than trying to factor in the impact of an unknown outcome.

**Quality 40%**

Specification	12%
Delivery contingency	7%
Environmental impact	3%
Supply of Spare Parts	9%
Technical support for the whole vehicle	9%

A range of quality factors were assessed. These included: an explanation of how the vehicle configurations selected by the bidders were suited to the rural environment of Lincolnshire whilst also demonstrating the whole life cost of the vehicle. Achievement of the delivery timescales was tested due to the long lead times associated with the production of these types of vehicles, with contingencies being particularly important to explore in the event that factors such as Brexit or Covid-19 causing any additional delays in the production and shipping of the vehicles. Ongoing technical support and the provision of parts were other key aspects tested to ensure the vehicles provided will be maintained and in service for as long as possible.

The winning tenderer received a combined score of 84.22% for price and quality, ranking third for Price and first for Quality. The purchase price of the 41 vehicles will be £4,718,767 although, as noted elsewhere this may be subject to good faith negotiations dependent on the conclusion of the Brexit negotiations.

The overall score and ranking for the tenderers was as follows:

<b>Tenderer</b>	<b>Score</b>
Aebi Schmidt (Bid 1)	84.22%
Aebi Schmidt – (Bid 2)	80.28%
Bidder B – (Bid 1)	78.58%
Aebi Schmidt – (Bid 3)	77.03%



<b>Tenderer</b>	<b>Score</b>
Bidder B – (Bid 2)	72.04%
Bidder C	71.32%
Bidder B – (Bid 3)	68.11%
Bidder D	65.29%
Bidder E	60.51%
Bidder F	59.87%
Bidder G	50.80%

The winning tenderer, whose winning bid utilised Iveco for the supply of the chassis', provided a competitively priced submission, whilst providing satisfactory assurance on the quality of the vehicles supplied. They also provided reassurance through the level of ongoing support they will provide to the Council and its maintenance supplier during the warranty and beyond to ensure the vehicles achieve excellent long term service and reliability.

Based on the result of this tender, the decision to switch from a leasing model to outright ownership will result in an anticipated saving in the region of £13m over the entire capital investment period. This period began in 2018 with the procurement of six vehicles and is anticipated to end 2026/27 when the last of these 41 vehicles have been procured.

## **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.

A separate Equality Impact Assessment has not been undertaken. However, the procurement permits the Council to undertake precautionary salting of priority parts of the road network. This includes the salting of roads near hospitals, care homes and schools which positively impact on people with protected characteristics such as people with a disability, older people and children.

#### 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 procurement permits the Council to undertake precautionary salting of priority parts of the road network. This helps to ensure the safety of these parts of the network as well as enabling access for critical services. This includes the salting of roads near hospitals, care homes and schools which positively impact on 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 decision is not considered to have any implications for the section 17 matters.

### **3. Conclusion**

The Council has undertaken a procurement exercise to identify a supplier of 41 winter maintenance vehicles to enable the Council to fulfil its obligation to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

The Executive Councillor is invited to approve the award of a contract to the supplier who has submitted the most economically advantageous tender as evaluated in accordance with the Council's published methodology.

### **4. Legal Comments:**

The Council has the power to enter into the contract proposed.

The legal considerations affecting the decision including compliance with the Council's obligations under procurement law are dealt with in the report.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor if it is within the Budget.

### **5. Resource Comments:**

The movement from lease to purchase for winter vehicles was agreed as part of a business case in 2017. The capital programme has been set at £5.508m and runs until the financial year 2026/27. In that timescale the cumulative revenue budget saving will be £13m. The costs identified within the report for the 41 vehicles will be covered by the remaining capital programme.

### **6. Consultation**

#### **a) Has Local Member Been Consulted?**

n/a

#### **b) Has Executive Councillor Been Consulted?**

Yes

#### **c) Scrutiny Comments**

This proposal will be considered by the Highways and Transport Scrutiny Committee at its meeting on 14 December 2020 and the comments of the Committee will be reported to the Executive Councillor.

#### **d) Risks and Impact Analysis**

Lincolnshire County Council has duty under Section 41(1A) of the Highways Act 1980 to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice. To uphold this legal duty the Council, through its Winter Policy, salts 1,900 miles of Lincolnshire's road network. Any incident or claim against the Authority due to not fulfilling this requirement would be serious and could lead to heavy financial repercussions.

There is also an economic element that has to be considered. The County's businesses rely on an open and clear highway network and anything that hinders the movement of traffic can lead to issues for these businesses. Therefore salting of the network allows for the free movement of traffic and the ability of businesses to undergo their daily routines.

The safety of the travelling Lincolnshire public and visitors to the County would be put at risk by not undertaking this task.

Finally there is reputational issue. The Council's reputation would be exposed to media and public comment and confidence in its ability to keep the public safe would be severely affected.

#### **7. 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 Dan Charlesworth, who can be contacted on 07920765318 or [dan.charlesworth@lincolnshire.gov.uk](mailto:dan.charlesworth@lincolnshire.gov.uk)

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>Highways - Gully Cleansing, Repair and Surface Water Flooding</b>

**Summary:**

This report sets out the reactive, cyclic and planned aspects of highways drainage maintenance including low-level flooding response.

**Actions Required:**

The Committee is asked to consider and comment on the detail contained in the report and recommend any changes or actions.

## 1. Background

There are 185,000 highway drainage assets including gullies, catchpits and offlets across the county for which Lincolnshire County Council is responsible. These are currently all cleaned on an annual basis on a cyclic programme with a budget of £1.1m. There are also a number of assets that we link into that are the responsibility of Anglian Water and Severn Trent water.

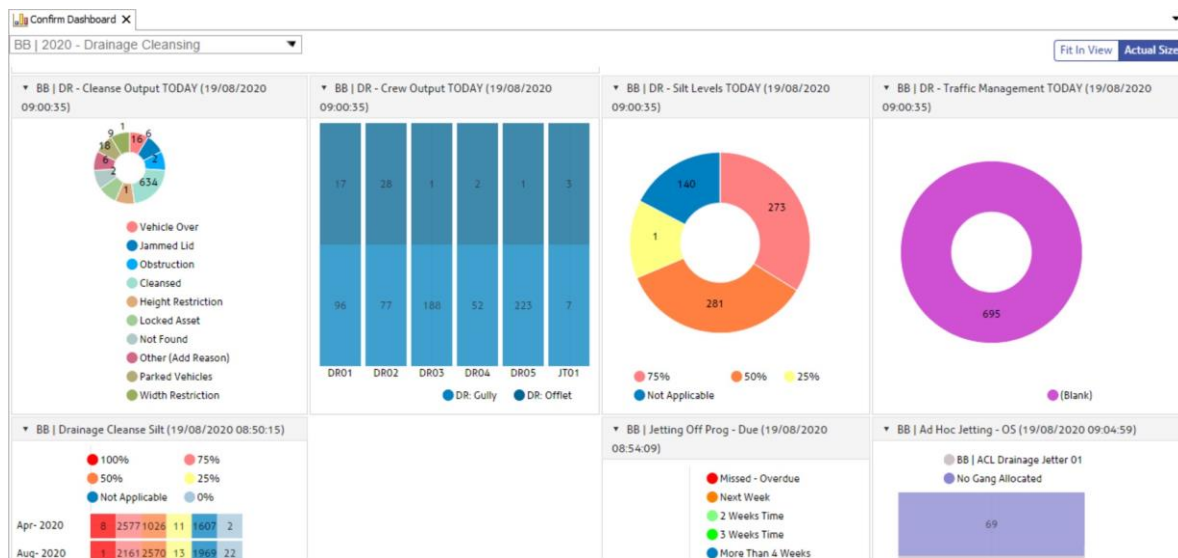
We have historically experienced issues with some drainage assets not being cleansed in accordance with agreed programmes and timescales. Due to the size and scale of the operation, it was not always possible for these to be identified and remedied in timely manner. One of the areas the new Highways Term Maintenance Contract focused on was to address this issue and Balfour Beatty have embraced the use of technology and data to provide a much improved service and we currently have six crews working across the county.

The 185,000 drainage assets are all recorded on an electronic mapping system and the contractor uses a GPS hand-held devices on site to locate each asset. This allows for direct management of performance through real-time data, as well as the gathering of information for a more strategic approach.

On site, the contractor records a number of factors for each asset, such as silt levels, broken lids, blockages, access issues, specialist traffic management requirements or changes to location. There is now the potential for faults found on the cyclic cleanse, such as jammed lids or broken gully pots, to automatically generate repair jobs for civils crews and deal more rapidly with dangerous apparatus.

All recoded data is sent to LCC live from the field onto our digital asset management system so officers can monitor progress and deal with any issues found or investigate why assets have not been cleansed. We have developed specific traffic management routes so that these can be done in a cost effective manner and ensure that disruptions are timed to reduce traffic delays to a minimum.

The focus this year is to complete the full programme with accurate and consistent data to enable a future targeted approach to drainage cleansing. A targeted approach could lead to certain areas having multiple cleanses per financial year, due to the levels of silt found, but other areas only needing a cleanse every few years as they are almost self-cleaning; such as those on estate roads. We will however, ensure that this is fully tested and checked to ensure any problematic areas do not see a decrease in levels of cleansing.



Screen capture of drainage management dashboard in Confirm

In addition to the cyclic cleanse, there is an annual budget of £250,000 for jetting and investigation works for any issues found or reported. This includes off-programme jetting where sites require a more immediate response and cannot wait for the cyclic programme cleanse. The £250,000 allows for one drainage tanker to be available for 48 weeks of the year to carry out jetting of blocked gullies, offlets, manholes, etc. across the County.

This year we have recorded around 1% of the assets as having a blocked connection which gives a target of around eight issues a day to solve and is not always achievable. The tanker will, subject to availability, carry out full investigation works into blocked pipe issues and if these cannot be solved immediately, then this becomes a proposed minor scheme or improvement. When we enter periods of wet weather the same resource is involved in clearing localised flooding or ponding issues on the highway along with a number of other tankers that we have access to. Demand on this resource means that we have traditionally had a backlog of issues to resolve.

Local Highways Teams respond to public enquiries about flooding through *Fix My Street* or reported to the Customer Service Centre. If flooding is reported as a risk to life/property, or flooding is over half carriageway width, Network Resilience will respond as an emergency. If it is reported as less urgent, a Local Highways Officer will determine if the issue can wait to be resolved on a cyclic cleanse or if earlier intervention off-programme is required.

Since April, Local Highways staff have been more agile, equipped with tablet devices to view public fault reports out in the field as they come in live. This allows them to take photos and attach them to the reports there and then, as well as capture info. Officers are instructed to ascertain whether the issue is severe enough to warrant off-programme cleaning, where they can raise a job for this from site, or if it can wait to be cleansed on the cyclic programme. The decisions they make are communicated through the *Fix My Street* system (and email notifications) and this system is constantly being improved to give accurate updates.



*Photo from tablet device on site where flooding was reported on 17 August and a job was issued on 19 August to carry out jetting, investigation and any required civil works for repairs from gully to outfall to two gulleys. Note that water had subsided but officer determined there is still an issue.*

Balfour Beatty's emergency crews are also equipped with tablet devices, so they are being instructed to capture photos of flooding when they arrive on site as they are often some of the first responders to emergency flooding events. This information can then be shared with the Floods and Water Management team as it may be useful to establish if properties were flooded and aid in section 19 investigations.

One of the roles of Local Highways Managers is to chair local floods board meetings to discuss partnership issues with the Environment Agency, internal drainage boards, district councils and water companies. The Local Highways Managers are also starting to work more closely with the internal drainage boards on enforcement issues such as maintenance of dykes and ditches.

This year, Highways have access to additional funding for community maintenance gangs, which have been set up to respond to a variety of local issues which aren't normally covered by either the reactive or planned budgets. Part of this allocation was for three additional drainage crews, subcontracted through Ajet who are a local supplier. When the off-programme jetting that Local Highways Teams can order is not sufficient to solve a problem, or more detailed investigation is required, these teams are set up with CCTV equipment and tools to carry out minor civils repairs or root cutting etc. We have been focussing the programme of works for these crews on longstanding highways drainage issues which were exposed during the 2019 floods and are not necessarily just down to blocked gullies.

Highways also has an allocation of £300,000 capital funding for drainage minor improvements which are beyond the scope of the reactive gangs the Local Highways Teams have access to. These schemes are mainly delivered through the Highways Works Term Contract with Balfour Beatty, or in partnership with the internal drainage boards. These are small scheme scale works that typically take less than a week to complete and include:

- Replacing sections of damaged highway pipes
- Installing additional gullies and manholes where ponding occurs
- Increasing the size and capacity of the drainage system over small lengths

The funding allows for around 30 small drainage schemes a year across the County.

This year there was a successful Invest to save bid approved by councillors of £2.2m (£2m works and £0.2m design) to address some of the backlog of drainage and flooding issues across Lincolnshire. A programme of works has been developed in collaboration between the Floods and Water Team, the local Highways teams and the asset teams. The agreed schemes we are now delivering vary in size from £15k to over £100k. The start to the works was delayed but additional resources have now been identified and works are being delivered with a planned spend by the end of next financial year.



<b>Drainage Funding Works 2020-21</b>	<b>Budget</b>	<b>Spend</b>
Drainage cleansing works	£ 1,100,000	£ 1,100,000
Jetting and investigation works	£ 250,000	£ 250,000
Minor drainage schemes	£ 300,000	£ 300,000
ITS Funding - Drainage works	£ 1,000,000	£ 390,000
ITS Funding - Drainage design	£ 100,000	£ 30,000
ITS Funding - Community Drainage gangs	£ 1,000,000	£ 1,000,000
<b>Sub total</b>	<b>£ 3,750,000</b>	<b>£ 3,070,000</b>
<b>Drainage Funding Works 2021-22</b>	<b>Budget</b>	<b>Spend</b>
Drainage cleansing works	£ 1,100,000	£ 1,100,000
Jetting and investigation works	£ 250,000	£ 250,000
Minor drainage schemes	£ 300,000	£ 300,000
ITS Funding - Drainage works	£ 1,000,000	£ 1,610,000
ITS Funding - Drainage design	£ 100,000	£ 170,000
ITS Funding - Community Drainage gangs	£ -	£ -
<b>Sub total</b>	<b>£ 2,750,000</b>	<b>£ 3,430,000</b>
<b>Grand total</b>	<b>£ 6,500,000</b>	<b>£ 6,500,000</b>

Table showing drainage funding available for 202/21 and 2021/22 with the anticipated spend profile

## 2. Conclusion

The Committee is asked to consider and comment on the detail contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport and IT. They are also asked to consider and comment on the collaborative working across directorates and with partners.

## 3. Consultation

a) Have Risks and Impact Analysis been carried out? - No

b) Risks and Impact Analysis - N/A

## 4. Background Papers

No background papers, as defined in Part VA of the Local Government Act 1972, were used to a material extent in the compilation of this report.

This report was written by Richard Fenwick and Shaun Butcher, who can be contacted on 01522 550452 or [richard.fenwick@lincolnshire.gov.uk](mailto:richard.fenwick@lincolnshire.gov.uk)

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>Performance Report, Quarter 2 – (1 July 2020 – 30 September 2020)</b>

### Summary:

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

### 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 Councillor 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 November 2020;
- Lincolnshire Highways Performance Report Year 1, Quarter 2;
- Highways and Transport Complaints Report, Quarter 2

### Major Highway Schemes Update

The Authority currently has four major highway schemes:

- 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 November 2020 found as Appendix A to this report.

## **Lincolnshire Highways Performance**

### **Performance**

Quarterly performance was reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire County Council Highway Performance Report for Year 1, Quarter 2 can be found in Appendix B. This covers the period of July to September 2020.

New contracts for Highway Maintenance, Traffic Signals and Professional Services were awarded in October 2019 with the new contracts starting on 1 April 2020.

Two of the previous partners have changed, as did a majority of the performance measures so it is not possible to compare the results to previous data as it would be an unfair comparison.

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

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 53%
- Professional Services Contract Performance Indicators (WSP) – 80.8%
- Traffic Signals Term Contract Performance Indicators (Colas) – 78%
- Client Performance Indicators (Lincolnshire County Council [LCC]) – 59%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 74%

Whilst some of the scores are low, there has been an overall improvement in all performance scores in Quarter 2 since last quarter.

There continues to be some impact due to new contract mobilisation and coronavirus but this should reduce over time.

### **Highway Works Term Contract**

The main focus of work through the new Highways Work Term Contract continues to be improvement to the condition of carriageways. In Q2 of 2020/21 we have repaired 9141 carriageway potholes, bringing the total since April to 18028.

In addition, we have repaired 135 gully grates, 545 footway potholes, 405 footway slabs, replaced 22 gully pots, as well as carrying out 210 kerbing jobs, 187 minor tree jobs and we have repaired or replaced 199 signs and refreshed the lines at 360 sites.

The highway maintenance programmes had some minor delays in April due to changes in working restriction but are now all back on track to deliver against allocated budgets within the financial year. We have also received significant grants to improve the cycling and walking infrastructure and these works are planned to commence in the New Year and be completed in 2021. To date we have delivered 220 miles of surface dressing, 75 miles of footway improvements, 16 miles of carriageway resurfacing, cleaned 90,000 gullies and cut over 16,000 miles of grass.

### **Community Maintenance Gangs**

The Community Maintenance Gangs continue to work throughout the County, delivering an additional £3.9 million of works during the 2020/21 financial year to make improvements throughout communities and the roads that link them. This work consists of minor aesthetic works, tidying of areas in poor condition, more large-scale civils works which sit out of our Asset Management Strategy, drainage investigation and repair focusing on problem sites from the 2019 floods and minor hand-lay patching work where pothole repairs are not sufficient.

1206 individual jobs have already been completed across the County by these gangs based on instructions by the Local Highways Teams fed by local and political priorities. In addition, 6690 "find and fix" jobs have been completed by the roaming community gangs picking up the more minor aesthetic works such as vegetation clearance, sign cleaning, sweeping, grip digging and siding.

Alongside the Community Maintenance gangs we launched a new internal email address, [Cllrhighwaysenquiries@lincolnshire.gov.uk](mailto:Cllrhighwaysenquiries@lincolnshire.gov.uk), which was created as a single point of contact for members with complex or on-going enquiries where the issue will be picked up and forwarded to the correct Local Highways Manager or Programme Lead for the issue area. All communications from members are being tracked and response times monitored. Since March when it was launched, 92% of communications received a full response within ten days with the average response time being three days. All enquiries now receive an acknowledgement straight away once they are logged, the ten days is for a meaningful answer. This automatic logging was initially set up on LCC email addresses, but we are adding private email addresses into the filter where these are being used. There have been 851 Councillor highways enquiries in total since March, counting only the first email in a subject thread.

### **Professional Services Contract**

Whilst the Professional Services contract retains the same partner, with WSP working alongside Lincolnshire colleagues to form the Technical Services Partnership (TSP), the Performance Indicators for this contract are new. Of the ten Performance Indicators, three measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). Schemes which completed in Q2 have fed into this reporting period, meaning that some of them commenced under the previous contract due to the timescales involved.

The overall Professional Services Partnership score for 2020 Q2 is 80.8 out of 100, an improvement on the Q1 score of 71.6.

WSP are making progress in complying with their tendered quality statements, which are measured annually, along with that of their continuous improvement / innovation initiatives. One example of this is the proposed introduction of BIM (Building Information Modelling) and the supporting ProjectWise common data environment required to assist Lincolnshire County Council delivering against Department for Transport requirements for new Highway Infrastructure Schemes. Separately WSP have led discussions with the local Science Technology Engineering & Maths (STEM) hub to encourage and enable alliance staff to sign up as STEM Ambassadors; volunteering their time to help bring STEM subjects to life in Lincolnshire's schools and colleges.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost have improved since Q1, with an average score of 9/10 for Q2. There are specific items within the TSP action plan which look to improve performance in this area further.

There is an opportunity to further improve performance in the timeliness of contract notifications within TSP Highway Schemes. Whilst the percentage of those completed to time has increased from 15.6% in Q1 to 64.29% in Q2, the agreed scoring mechanism of the new contract still results in a nil score as this is below the minimum performance threshold of 89%. This is being investigated and opportunities for further improvements being put in place.

Performance of ongoing highways schemes has been maintained during continued homeworking arrangements with the locally based LCC and WSP teams continuing to be integral to the delivery of highway improvements including Lincoln's Riseholme Roundabout, the Welton A46 Roundabout and Sleaford Rugby Club Junctions. The partnership continues to progress efficiency and customer service initiatives through the annual Technical Services Partnership Action Plan.

### **Traffic Signals Term Contract**

Q2 performance for Colas remains solid with notable improvements in the PIs being reported. The overall score of 78 is up from 72 reported for Q1.

Colas are still an engineer and a senior installer short of their full complement, but they are now recruiting for these roles. These will be welcome additions to the team. Overall contract response / fix times remain at an excellent level. Incidents were reported to Colas during Q2 as follows;

- 52 emergency faults (2 hours) of which 50 were attended in time
- 352 standard faults of which all were attended in time
- 42 requests for signals to be switched off for road works

Colas' new office extension at Grantham is now complete and they are currently in the process of setting up their own manufacturing plant for the production of traffic

signal heads, push buttons etc. This will remove the reliance on outside suppliers for essential stock items. The delivery of new poles continues to be a problem area, with the main supplier quoting ever increasing lead in times for new stock.

The Traffic Signal Capital Programme for Q2 saw the completion of the Sleaford Road / Brothertoft Road junction refurbishment. The opportunity was also taken to improve the pedestrian facilities here. Signals installation was also completed as part of Sleaford Rugby Club Junction Scheme.

Innovations:

An order is soon to be placed with Colas to upgrade selected sites in Boston, Grantham and Lincoln to wireless communications as opposed to the fixed BT broadband lines that we are currently utilising. This will eventually lead to significant reductions in on-going revenue costs, with a scheme payback time calculated at six years.

A new device to allow the contactless operation of pedestrian push button units has been identified by Colas and they are looking to select a trial site to test this new technology. The Smart Button simply allows a user to wave their hand under a sensor fitted to the push button which will latch a demand with the crossing. In the current climate, this is something that we should be giving consideration to.

### **Highways and Transport Complaints**

Customer Complaints relating to highways and transport have seen an increase from the last quarter by 218% and there has also been a 50% increase when compared to Q2 of 2019/20. The level of complaint escalations from our area has increased slightly from last quarter with 2% of complaints escalated.

The complaints are of a varied nature, however the highest reason remains related to potholes and defects, which account for 26% of complaints.

The full Highways and Transport Complaints Report Quarter 2 July to September 2020 can be found as Appendix C.

## **2. Conclusion**

Lincolnshire's Highway Service has successfully mobilised the three new Highways 2020 contracts during a global pandemic. Whilst this has had an impact on overall performance the four partners have worked hard to minimise this.

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 November 2020
Appendix B	Lincolnshire Highways Performance Report Year 1 Quarter 2 July to September 2020
Appendix C	Highways and Transport Complaints Report, Quarter 2

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



## Major Highways Scheme Update – November 2020

### Lincoln Eastern Bypass

The works are nearing completion with the road expected to be open by the end of this year. The final works in advance of road opening consist of:

- An extensive programme of final surfacing, including all the roundabouts
- Completion of drainage outfall connections
- Completion of the River Witham Bridge
- Completion of the Market Rasen Bridge Wingwalls
- Removal of the temporary bridge across the River Witham
- Final surfacing on all footways/cycleways
- Signage installation
- Carriageway markings





## **Grantham Southern Relief Road**

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

Phase 2 consists of tunnelling underneath the A1 while keeping the running lanes live to create a new grade separated junction with the A1 south west of Grantham. The main works commenced in September 2019 being constructed by Galliford Try. The project is now past the half way stage with the A1 traffic now running on the new western half of the bridge while works have commenced in excavating and then installing piles on the eastern side. In addition, earthworks and drainage connections continue to progress on the eastern and western slip lane and roundabouts.

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. Land has been secured and the planning permission has been enacted. Early works have commenced, which includes vegetation clearance, ecological works, archaeological works, fencing, compound establishment, utility diversions and a haul road construction. Work is ongoing with the contractor and designers to further develop the Value Engineering options to either decrease the price or mitigate further risk. The final target cost is expected December 2020.





### **North Hykeham Relief Road**

The Outline Business Case for the project was completed and the bid document was submitted to the DfT, via Midlands Connect in February 2019. Since then a number of question have been posed to LCC, which have all been answered, with the last being received in early August 2020. The DfT have completed their assessment and the scheme has now reached the next stage which is Programme Entry. Further work is now being planned which includes detailed design and a review of procurement options. .

## **Spalding Western Relief Road**

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. Since then a further £8.13m has been sourced from the HCA. Enabling works have commenced on site, which includes archaeological investigations, some vegetation clearance, utility diversion preparation and property demolition. Detailed design for Section 5A is complete, including agreement of Departures from Standards and Stage 2 Road Safety Audit.

A Value Engineering exercise is continuing with a view to this being completed in December 2020 in advance of the detailed designs of Section 5B being completed in early 2021. This includes a re-design of the bridge and embankment to reduce costs following input from the contractor (ECI).

Land acquisition is nearing completion, as is securing a signed bridge agreement with Network Rail. Works are currently planned to start in early 2021 once these agreements are in place.

The demolition of two properties (167/169 Spalding Road) commenced on the 16 September for a period of 3 to 4 weeks



Allen Archaeology were appointed to undertake archaeological works in advance of the main works, this commenced on 16 July 2020 with a 16 week programme.



### **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.

The project started on site on 20 July with progress to date being good. The following work has taken place between 1 October and early December:

- Finishing the remaining construction to the North of the field to tie into the Lincoln Road closure works
- AW diversion underway
- BT diversion underway
- Finish the installation of street lighting ducting, chambers and sockets
- Finish topsoiling
- More Kerbing
- Combined Kerb Drainage units to the roundabout
- Construction of manholes and gullies



## **A46 Lincoln Northern Roundabout Improvements**

The A46/A158 Riseholme Road Roundabout project on Lincoln's Northern Bypass attracted Single Local Growth Fund support to a value of £2.4m. The project included enlarging the size of the roundabout and increasing the number of lanes both entering and exiting each leg of the roundabout. This will reduce congestion at this pinch point and improve journey time reliability.

The scheme is now complete but works since the last update included:

- Anglian Water completed their works and the testing all passed.
- Completion of the pond in the south west corner.
- The surfacing of the roundabout.
- Hardstanding for maintenance purposes (off Riseholme Road).
- Completion of filter drain works.
- Final surfacing and white lining.







## **Rugby Club Junction, Sleaford**

The scheme was designed to ease congestion at the Sleaford Rugby Club junction, increase road capacity and improve traffic flow in all directions. It includes traffic lights at the junction to improve turning movements and reduce congestion on the slip lane. A right turn ban from the A153 to the A17 helps to improve the traffic light phasing. An additional lane has been constructed under the bypass to accommodate the additional traffic that will turn around at the roundabout and access the A17 from the south.

These works were completed in October and the scheme is operating well with reduced congestion.





### **Holdingham Roundabout, Sleaford**

This scheme will ease congestion at Holdingham Roundabout, increase capacity and improve traffic flow in all directions. The project entails constructing additional lanes at each approach, widening the circulatory on the roundabout and installing traffic lights to control the flow.

This project was originally to follow on from the Rugby Club, but this will put the earthworks into the autumn and winter months which presents too great a risk of delays and the potential for increased financial costs. The decision has been made to postpone the start of work until the middle of February 2021.

An initial Target Cost was received in September 2020 with a programme indicating 12-month duration. LCC are currently reviewing this as it's felt this is too long and an alternative construction methodology could be explored.

### **Corringham Road Junction, Gainsborough**

The Corringham Road/Thorndike Way Junction Improvement Scheme will increase safety and improve traffic flow via the addition of traffic signals at all of the junction's approaches. The project also includes some localised widening of the carriageway and the future proofing of a signalised access into what is currently a farming access which will become a housing development site.

Works commenced in September 2020 with BT utility diversions being the first activity. Main construction works commenced on 21 September with the focus being on carriageway widening activities. Traffic management has been implemented, including contra-flow and left/right turn bans at Corringham Road.



## **Roman Bank, Skegness**

The Skegness Roman Bank Improvement Scheme will see the full reconstruction of a 550-metre section of carriageway and footway between the Burgh Road/Castleton Boulevard Junction to just past Elmhirst Avenue. The works include new road lining, half a mile of new drainage facilities, refurbishing the pedestrian crossing near the junction of Roman Bank and Sea View Road and rebuilding the footways on both sides of the carriageway.

Work started on site as planned on Monday 7 September. The road is closed and work is being carried out as per the programme. The first section is well underway with the carriageway excavated and the kerbs are being installed. Drainage has also progressed well with this section of the underlying ground being better than originally feared.



## **Lincolnshire Coastal Highway**

Following the announcement of a Coastal Highway Budget allocation a programme of works are being developed over a number of years. Approximately £6.5m has been allocated to date, towards various improvements along and around the Lincolnshire Coastal Highway. This includes carriageway reconstruction, carriageway resurfacing, guard rail replacement, white lining and new/improved pedestrian facilities.

## **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. The DfT responded stating that were insufficient funds at this time.



## Lincolnshire Highways Performance Report

Year 1 Quarter 2 - July to September 2020

*Prepared November 2020*



### Introduction

This report is prepared for the Lincolnshire County Council Highways Strategic Board by the Performance Working Group. It offers a summary of the results from each of the agreed KPIs and PIs.

Key Performance Indicators are directed at measuring the achievement of the objectives of the Partners to the Alliance. These mutual objectives represent the aspirations of the Partners to the alliance agreement.

Performance Indicators are directed at measuring the achievement of the objectives of the participating organisations within their Own Contract. These indicators will impinge on the quality of performance at Key Performance Indicator level but would be the responsibility of the specific Partners to provide the appropriate improvements in performance.

The purpose is for the alliance Partners to work in collaboration with each other and to jointly add value to the delivery of services.

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## Highways Works Term Contract

### Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	
HWTC P11	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	9 ↔	9	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved
HWTC P12	Response times for emergency works	99.5%	<b>82.94%</b>	0 ↔	0	Out of the 774 emergency jobs over the quarter, 642 achieved the required response rate.
HWTC P13	Tasked completed within timescales - Reactive Works	99.0%	<b>73.88%</b>	0 ↔	0	6466 out of 8752 jobs were completed on time
HWTC P14	Tasked completed within timescales - Planned Works	99%	<b>97.2%</b>	8 ↓	10	139 jobs out of 143 were completed within anticipated timeframe.
HWTC P15	% task orders in compliance with TMA	99%	<b>97.81%</b>	8 ↔	8	This quarter there were 27 FPNs for non-compliance of TMA on 1236 completed JVs.
HWTC P16	Quality assessment of workmanship	99%	<b>100.00%</b>	10 ↔	10	This quarter there was 33 core sample tests of which all were deemed acceptable.
HWTC P17	Contract Notifications processed within required timescales.	99%	<b>18.18%</b>	0 ↔	0	Out of 44 Contract Notification 8 were acknowledged in appropriate timescales.
HWTC P18	Street Lighting Service Standard	98.5%	<b>66.15%</b>	0 ↔	0.0	This measure has been impacted by low numbers of routine maintenance and SALIX lantern replacements. A workshop has been arranged to look into improvements.
HWTC P19	Gully Maintenance	95%	<b>93.2%</b>	8 ↑	0	The target cleanse completed for quarter 2 was 93.2% complete.
HWTC P110	Winter/Summer Maintenance	On Track	<b>On Track</b>	10 ↔	10	The Rural Mowing, Urban Mowing and Weed Control Programmes are all current on track.

#### Overall Summary

<b>Total</b>	<b>53.0</b> ↑	<b>47.0</b>	The score for this quarter is 53. There has been improvement across all measures though some still do not score points. The notable improvements are in Gully Maintenance and response to Contract Notifications.
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## Professional Services Contract

### Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Comments for Quarter
PSP P11	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	<b>8.0</b> ↔	8.0	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved
	Continuous Improvement and Innovation	20 Case Studies	<b>On Track</b>	<b>10.0</b> ↔	10.0	
PSP P12	Accuracy of Task Order Price Proposal	90%-100%	<b>94.0%</b>	<b>8.7</b> ↑	7.4	The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 94% this quarter.
	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	<b>79%</b>	<b>8.2</b> ↑	7.8	
PSP P14	Overall Performance of Design and Supervision	85%-115%	<b>116.00%</b>	<b>7.3</b> ↓	8	There were 72 Task Orders completed this quarter - on average they took 79% of the agreed timescale. The average score for Design was 7.94 whilst Supervision was 8.50  The average Awarded Tender Value was 116% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value.
	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	<b>93.00%</b>	<b>7.5</b> ↑	6.3	
PSP P16	Contract Notifications processed within required timescales.	99%	<b>85.11%</b>	<b>3.0</b> ↑	0.0	Of the 12 completed schemes the average percentage of Original Quote compared to Actual Cost was 93%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.  Out of 47 Contract Notifications 40 were acknowledged in appropriate timescales.
	Client Satisfaction of Design Service	>9.5	<b>9.00</b>	<b>8.0</b> ↑	4.0	
PSP P18	Continuity of Key Staff	No Impact	<b>No Impact</b>	<b>10.0</b> ↔	10.0	The average score for Design and Supervision was 9  No issues have been reported for any changes in staff.
	Time to fill a Vacancy	>90%	<b>No Vacancy Requested</b>	<b>10.0</b> ↔	10.0	
<p style="text-align: center;"><b>Overall Summary</b></p> <p>The overall Professional Services Partnership score for 2020 Q2 is 80.8 out of 100. The main area requiring improvement is PSP P17 Contract Notifications processed within required timescales.</p>						
			<b>Total</b>	<b>80.8</b> ↑	71.6	



### Traffic Signals Term Contract Performance Summary

	Target	Current Quarter	Quarter Score	Last Quarter	Comments for Quarter
TSTC P11	10 Achieved	<b>8 Achieved</b>	<b>8</b> ↑	6	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved
TSTC P12	29 Supplied	<b>29 Supplied</b>	<b>10</b> ↔	10	Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q2.
TSTC P13	None missed	<b>None missed</b>	<b>10</b> ↑	6	52 emergency faults out of 52 faults received were attended within contract timescales.
TSTC P14	99%	<b>100%</b>	<b>10</b> ↔	10	321 faults out of 321 faults received during Q2 have been cleared within the contract timescales.
TSTC P15	99%	<b>95.38%</b>	<b>6</b> ↑	0	62 / 65 task orders that have been received during Q2 have been completed within the contract timescales.
TSTC P16	99%	<b>100%</b>	<b>10</b> ↔	10	0 remedial have been reported for the task orders this quarter
TSTC P17	99%	<b>96.78%</b>	<b>4</b> ↓	10	361 out of 373 Standard faults & Emergency faults were resolved first time.
TSTC P18	99%	<b>100%</b>	<b>10</b> ↔	10	All task orders have been completed complying with TMA.
TSTC P19	On Track	<b>On Track</b>	<b>10</b> ↔	10	All planned inspections were carried out during Quarter 2.
TSTC P110	30 or less	<b>46 sites</b>	<b>0</b> ↔	0	There has been a total of 46 sites where an Optic failure has occurred. Further details to be confirmed

#### Overall Summary

<b>Total</b>	<b>78.0</b>	<b>72.0</b>	The overall score for quarter one is 78 points. Signal Optic Failures is being monitored to establish improvements.
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Client Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Comments for Quarter
Client P11	Client scheme proposals	Sept 19	Late	7 ↓	10	The Scheme Proposals for 2021/22 were due to be issued by the Client to the Contractor at the end of September. This however is late and has reduced the score.
Client P12	Variation from Annual Plan spend profile	98-102%	100%	10 ↔	10	There has been no budget movement as such this measure score full points.
Client P13	Client Enquiry Response Times	100%	71.36%	0 ↔	0	Out of 8535 incoming enquiries only 6086 were actioned within appropriate time scales. The level has increased from last quarter but has scored no points. This will still need to be monitored to see if an improvement plan needs to be initiated.
Client P14	Early Contractor Involvement	>98%	54.54%	0 ↔	0	Out of 88 schemes that started this quarter 48 has had Early Contractor Involvement 10 weeks prior to start date.
Client P15	Valuation of compensation events versus targets	<7% variation	0.01%	10 ↔	10	So far £16,739,625 has been raised on Confirm with £106,466 compensation events against that target.
Client P16	Total Rejected Orders	<1%	2.99%	7 ↓	8	Out of 22366 committed jobs 670 were queried/rejected.
Client P17	Contract Notifications processed within required timescales.	100%	86.92%	3 ↑	0	Out of 107 Contract Notification 93 were acknowledged in appropriate timescales.
Client P18	Percentage of abortive works	<1%	0.00%	10 ↑	8	Out of 127 jobs that have gone through the ECI process 0 were subsequently cancelled.
Client P19	Highways Inspections Completed	100%	94.29%	6 ↔	6	Out of 596 Highway Inspections 34 had overdue inspections.
Client P110	Value for Money	Constant Improvement	Not Included	n/a ↔	n/a	The Value For Money process is currently being reviewed and is not fully implemented - as such this measure currently does not add to the score. All other PI scores have been updated.

## Overall Summary

Total	59 ↑	58
		The Client score is 59 this quarter. There were two measures that scored zero points (ECIs and processing Enquiries). These areas will need to improve before the score will increase significantly.

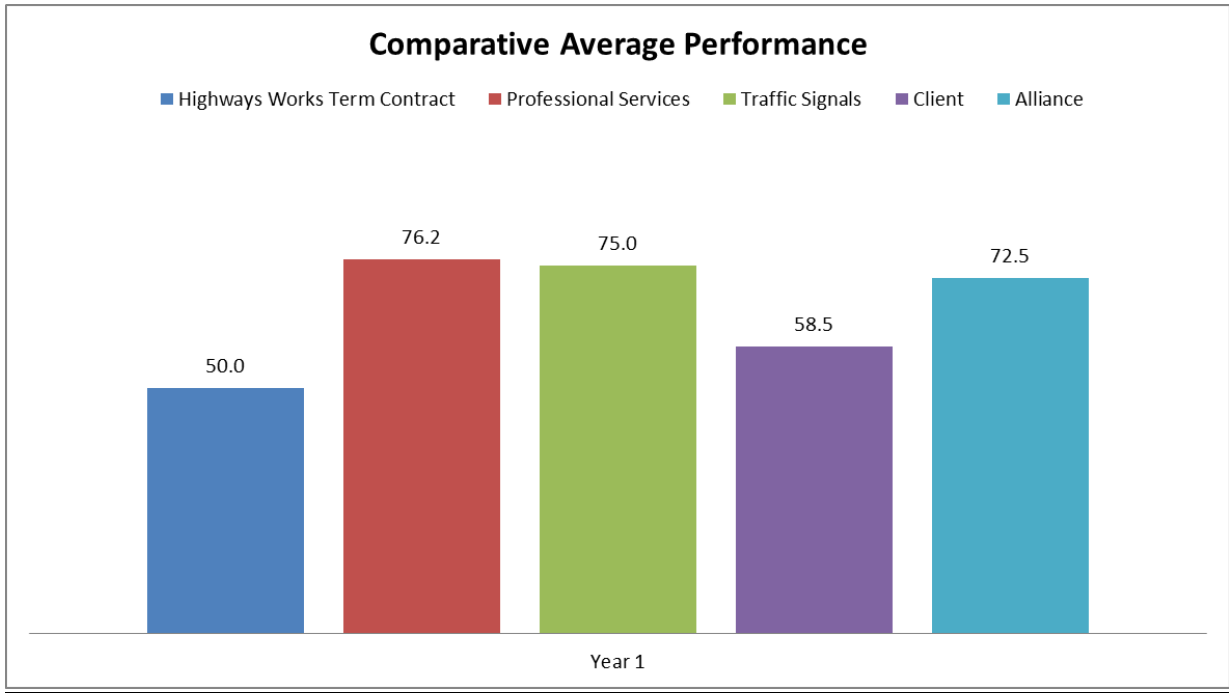
## Alliance Performance Summary

Alliance KPI	Target	Current Quarter	Quarter		Comments for Quarter		
			Score	Last Quarter			
Alliance KPI1	Asset Management Strategy	Within Range	10	↔	10	This is annual data, and the figure for 2019 is within the anticipated range. Road Condition data show Princes Road at 2% Red, A&B Roads at 6% Red and Unclassified Roads at 28.8% Red.	
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	Provisional	7	↔	7	The Annual Plan was agreed later than target, however some flexibility has been allowed due to the start of the new contract. This part of the measure has scored 2 out of 3. A score for accuracy of Programme has been set as 5 out of 7 - needs tbc.
Alliance KPI3	Minimising disruption to the public	2 schemes	21 schemes	10	↔	10	21 schemes were confirmed so for YTD which meets the cumulative target for Q2
Alliance KPI4	Building Social Value	Mixed Measure	Incomplete Data	6	↑	5	The data received from the contractors show that we have not scored points for 30 day payment of invoices. The additional part to this measure is setting a benchmark for apprentices and having a locally based supply chain. The quality of data received has improved from last quarter and we are nearly at the stage of having complete data in order to benchmark for Year 2. As such the score has increased by 1 point.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	9.30%	10	↔	10	This is annual data, and the figure for 2019 was an increase of 9.3% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	81.00%	4	↔	4	This is annual data, and the figure for 2019 was an decrease of 4% in efficiency of spend This result changes once per year in October.
Alliance KPI7	Net/positive Press Coverage	>95%	91.15%	8	↔	8	This Quarter there was 39 positive, 64 neutral and 10 negatives stories. There were 113 stories in total.
Alliance KPI8	Relationship scoring	>7points	Not Included	n/a	n/a	n/a	The ScoringRelationship process is currently being reviewed and is not fully implemented - as such this measure currently does not add to the score. All other KPI scores have been updated.
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 tbc (98% Recycled)	5	↑	0	5 points have been awarded as over 98% of waste has been recycled or reused. There has been an improvement in data gathering towards calculating a score for Carbon Emissions - whilst this has not been included this quarter it is expected to be added going forward.
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	88.89%	7	↓	10	16 assessments over the past six months have passed out of 18 assessments. There were no RIDDOR incidents this quarter.



Overall Summary		
Total	74	↑
	71	

The score for this quarter has slightly increased from 71 to 74 points and continues to show a good start to a new contract and relationship. Data capture has improved from last quarter and this is expected to continue going forward.



Conclusion

New contracts for Highway Maintenance, Traffic Signals and Professional Services were awarded in Oct 2019 with the new contracts starting on April 2020.

The Highway Works Term Contract has increased from 47.0 to 53.0. This score has increased from last quarter showing the improvements made by the contractor.

The Professional Service Contract score has increased from 71.6 to 80.8. This is a good score and demonstrated further improvement for the partner.

The Traffic Signals Contract scored 78 points increasing from 72 points last quarter. This shows good improvement from the first quarter.

The Client score has increased to 59 points this quarter from 58. Contract notifications being committed within timescales, ECIs and enquiry response times are areas that require improvement if the Client score is to increase significantly.

The Alliance Indicator score was 74 points this quarter increasing from 71. Data gathering for the KPIs has improved so scores are expected to increase going forward.

James Malpass  
November 2020

## Improvement Actions

Indicator No	Description	Action	Owner	Target Date
Client PI7, HWTC PI 7, PSP PI 7	Contract Notifications processed within	All partners have been advised of the correct procedure to process notifications. This will need to be monitored to ensure improvement.	Network and Development Managers, TSP management and Divisional management.	Ongoing
Client PI3	Client Enquiry 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
Client PI4	Early Contract Involvement	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
HWTC PI2	Response times for emergency works	The contractor has implemented changes to their procedures. This needs to be monitored for improvement	Network and Development Managers, TSP management and Divisional management.	Year 1 Quarter 3
HWTC PI3	Tasks completed within timescales - Reactive Works	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.	Year 1 Quarter 3
HWTC PI4	Tasks completed within timescales - Planned Works	The contractor has implemented changes to their procedures. This needs to be monitored for improvement	Network and Development Managers, TSP management and Divisional management.	Year 1 Quarter 3
HWTC PI8	Street Lighting Service Standard	A workshop has been arranged to look into the measure to see what improvement and changes can be made.	Network and Development Managers, TSP management and Divisional management.	Year 1 Quarter 2
HWTC PI9	Gully Maintenance	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.	Year 1 Quarter 3
TSTC PI10	Signal Optic Failures	This is a new measure that will need to be monitored to ensure improvement in future or to establish if some of the failures are out of the contractor's control	Network and Development Managers, TSP management and Divisional management.	Year 1 Quarter 3
Alliance KPI9	Reduction in Carbon Emissions and Was	This is a new measure - data capture needs to improve for the measure to be accurate.	All Partners	Ongoing
Alliance KPI4	Building Social Value	This is a new measure - data capture needs to improve for the measure to be accurate.	All Partners	Ongoing

## Highway Works Term Contract PIs

### HWTC PI 1 - Compliance with Tendered Quality Statements

This indicator is designed to measure the compliance with the tendered quality statements

To measure the Contractor's actual performance against the tendered quality statements and undertakings made in the tender submission.

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

1 point will be awarded for each undertaking that has been deemed to have been completed or achieved.

### HWTC PI 2 - Compliance of response times in respect of emergency works (emergency/urgent)

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

Identified through emergencies responses reported and updated within Term Maintenance Contract Management System.

This includes the following priorities –

1 hour jobs

2 hour jobs

#### **Calculation i.e. numerator/denominator and formula if appropriate:**

Numerator = Total number of emergencies attended within time (X)

Denominator = Total number emergencies identified (Y )

$$\frac{X}{Y} = \%$$

#### 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 PI 3 - Tasks completed with given timescales (reactive works)**

This indicator is designed to measure the percentage reactive works completed within agreed timescales

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs completes within timeframe.

This includes the following priorities –

22 Hour jobs

5 Day jobs

20 Day jobs

75 Day Jobs

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

$\frac{X}{Y} = \%$

Y

Points Scale

99-100% = 10

98-99% = 9

**97-98% = 8**

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

### **HWTC PI 4 - Tasks completed with given timescales (planned works)**

This indicator is designed to measure the percentage of planned works completed within agreed timescales.

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs completes within timeframe.

This includes the following priorities –  
Planned Works  
JV Works

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

Numerator = Total number of work orders completed within agreed timescales  
Denominator = Total number of work orders

$$\frac{X}{Y} = \%$$

Points Scale  
99-100% = 10  
98-99% = 9  
**97-98% = 8**  
96-97% = 7  
95-96% = 6  
94-95% = 5  
93-94% = 4  
92-93% = 3  
91-92% = 2  
90-91% = 1  
<90% = 0

#### **HWTC PI 5 - Percentage 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 Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

99 - 100% = 10  
**96 - 99% = 8**  
93 - 96% = 6  
90 – 93% = 4  
87 - 90% = 2  
Less than 87% = 0

## **HWTC PI 6 - Quality Assessment of Workmanship**

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

A number of sites are tested the Client and reported compliance is used to equate the indicator score.

Sites can be requested by the Client 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.

>99% =10

**>97% =8**

>95% =6

>93% = 4

>91% =2

<91% =0

## **HWTC PI 7 - Contract Notifications and Target Price Processed within Required Timescales.**

This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

Additionally this indicator is designed to measure the timescales between works being proposes, to being target costed by the contractor.

Ideally all works will be target costed no less than 4 weeks prior to Task Order start date - points will be lost for being beyond this timescale

### **Contract Notification Processed within required timeframe**

>99% = 10

>97% = 9

>95% = 8

>93% = 7

>91% = 6

>89% = 5

>87% = 4

>85% = 3

>83% = 2

>81% = 1  
<81% = 0

Works Accepted within 4 weeks

100% = 10  
>99% = 9  
>98% = 8  
>97% = 7  
>96% = 6  
>95% = 5  
>94% = 4  
>93% = 3  
>92% = 2  
>91% = 1  
<91% = 0

Overall Score

Average of the two scores (CEs and Works Accepted)

**HWTC PI 8 - Street Lighting Service Standard**

To measure and improve the percentage of streetlights working within Lincolnshire

**Methodology (measurement):** Identified through measuring.

- Percentage of lights lit (a)
- Percentage of 5, 7 and 10 day Task orders completed within time frame (b)
- Percentage of 5, 7 and 10 day Task orders not requiring return visit (c)
- Delivery of daily whereabouts each day (d)
- Percentage of 1,2, and 3 month Task orders completed within time frame (e)
- Percentage of Routine maintenance completed (f)
- Percentage of Salix energy saving work completed (or appropriate seasonal work) (g)

**Calculation i.e. numerator/denominator and formula if appropriate:**

The overall score for the indicator is based on a combination of the scores.

The weightings and targets are as follows

Indicator	Target	Weighting
a	99.40%	15%
b	98%	15%
c	98%	8%
d	100%	2%
e	98%	20%
f	98%	25%
g	100%	15%

Each indicator will lose points for being below the target based on percentage points below

e.g

100% target with a 15% weighting

Target	Actual Performance	% below Target	Weighting	Converted Score
100%	100%	0%	15%	15%
100%	98%	2%	15%	14.7%
100%	96%	4%	15%	14.4%
100%	94%	6%	15%	14.1%

98% target with a 25% weighting

Target	Actual Performance	% below target	Weighting	Converted Score
98%	100%	0%	25%	25%
98%	98%	0%	25%	25%
98%	96%	2%	25%	24.5%
98%	94%	4%	25%	24.0%

All seven converted scores are added together to form a total score for the quarter.

The overall target is 98.5%

>98.5% = 10

95.5 – 98.5% = 8

92.5 – 95.5% = 6

**89.5 – 92.5% = 4**

86.5 - 89.5% = 2

<86.5% = 0

### **HWTC PI 9 - Gully Maintenance**

This indicator is designed to measure the percentage of Maintenance Areas that have fully completed their gully maintenance.

Each quarter a target cleanse of cyclical maintenance will be agreed.

The contractor performance will be measured based on maintenance areas that have been fully cleansed within timescales.

Number of maintenance areas fully cleansed during the quarter / Number of maintenance areas planned to be fully cleansed during the quarter

Point Scale

>95% = 10

**90-95% = 8**

80-90% = 6

75-80% = 4

70-75% = 2

<70% = 0

### **HWTC PI 10- Winter/Summer Maintenance**

This indicator is designed to measure that the network remain safe and operational during the winter, and that routine programme of maintenance is maintained during the summer.

#### **Winter Maintenance**

##### **Precautionary Salting**

During the winter season (Oct-Mar) Precautionary Salting of the Network will be instructed by the Client when the Road Weather Forecast indicates a risk of snow or ice hazards on the network.

The response time is defined as the period between issuing instructions to carry out salting and the vehicles are loaded, manned and ready to leave the operating centre.

On all precautionary salting operations and post salting, the response time shall not exceed one hour unless approved by the Service Manager regardless of the time of day or night that the instruction is given.

The Contractor shall ensure that all manpower engaged upon these operations can achieve this specified response time and provide details to the Service Manager.

#### **Summer Maintenance**

During the summer season the contractor is required to carry out seasonal maintenance.

##### **Rural Mowing, Urban Mowing**

The Contractor shall programme their works to be carried out on dates set by the Contract Administration between 1 March and 31 October.

The anticipated two cut dates will be:

Cut one – Start on first week of May and be completed within five weeks.  
Cut two – Start on first week of September and be completed within five weeks.

The anticipated three cut dates will be:

Cut one – Start on last week last week of April and be completed within five weeks.  
Cut two – Start on third week of June and be completed within five weeks.  
Cut three - Start on first week of September and be completed within five weeks.

The start date may be varied by plus/minus 2 weeks due to seasonal growth and the Contractor should have the flexibility to accommodate any such decision.

### **Weed Control**

The programming of work is based on two treatment cycles of the whole Network per year. The dates for each cycle will be dependent on the growth conditions, times of treatment will be notified and the plan will be agreed (typically this will be during the last two weeks of April and the months of May and June for the first cycle, and the months of August, September and the first two weeks of October for the second cycle).

### **Calculation i.e. numerator/denominator and formula if appropriate:**

#### Winter (Oct-Mar)

100% of Drivers to be available within 1 hours of request - (85% on a Snow Day)

100% = 10  
**>98% = 8**  
>95% = 6  
>92% = 4 >90% = 2  
<90% = 0

#### Summer (April - September)

Points are awarded for progress against the agreed programme of summer maintenance each quarter (Rural Mowing, Urban Mowing, Weed Control).

#### **All three programmes on/ahead of specified timeframe = 10 (Minimum Performance Level)**

Two programmes on/ahead of specified timeframe. One programme behind by less than one week = 8

One programme on/ahead of specified timeframe. Two programmes behind by less than one week = 6

Any programme more than 1 week but less than 2 weeks behind specified timeframe = 5

#### **One programme more than 2 weeks behind specified timeframe = 4 (Minimum Performance Level)**

Two/three programmes more than 2 weeks behind specified timeframe = 0

## **Professional Services Partnership PIs**

### **PSP PI 1 - Compliance with Tendered Quality Statements**

To measure the Consultant's actual performance against the tendered quality statements and undertakings made in the tender submission.

On an annual basis, ten undertakings will be identified from the quality statements and compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved or maintained.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

**8 achieved = 6**

7 achieved = 4

6 achieved = 2

Less than 6 = 0

### **PSP PI 2 - Continuous Improvement and Innovation**

This indicator is designed to encourage innovations and improvements in the service.

The Consultant actively seeks out, identifies and implements improvements, innovations and efficiencies on an on-going basis in order to constantly improve the service provided and ensure that the contract remains best value for the Client.

The Consultant provides examples and/or case studies on an annual basis that shows how they have achieved innovations and improvements in the service and also demonstrates the cost and time benefits.

Each example and/or case study outlines:

- The detail of the improvement, innovation or efficiency
- The cashable saving, or improvement in the service
- The methodology employed to capture the actual cashable savings, or improvements to the service

Initially in Year 1 the Consultant will be expected to provide case studies that show a saving. A Score will be awarded based on total cases studies.

>20 = 10

17- 19 = 8



14 – 16 = 6  
**11 – 13 = 4**  
8 – 10 = 2  
< 8 = 0

The total cashable saving from Year 1 will be used as a benchmark for subsequent years with a requirement for continuous improvement going forward of 2% cashable saving annually.

The scoring for Year 2

>2% improvement = 10  
1 to 2% improvement = 8  
0 to 1% improvement = 6  
**-1 to 0% improvement = 4**  
-2 to -1% improvement = 2  
-3 to -2 % improvement = 0

### **PSP PI 3 - Accuracy of Task Order Price Proposal**

This indicator is designed to measure the accuracy of Professional Services Price Proposals against the actual out-turn costs (taking into account any agreed changes).

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Price Proposal is compared to the out-turn cost of the task to establish the accuracy of the proposal. (Excludes supervision costs)

Any agreed changes to the Price Proposal are taken into account during this process.

Each Task Order completed in the quarter adds to this measure

- Agreed price prior to commencement of work (A)
- Agreed changes (B)
- Actual out-turn cost (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{A + B} \times 100$$

Interpretation

Value of PI=

100%; Out-turn costs equal agreed price.  
Greater than 100%; Out-Turn costs less than agreed price.  
Less than 100%; Out-turn cost greater than agreed price.

Each design is then scored -

>150%=0  
125-150%=2  
**111-125%= 4**  
101-110%=6  
90-100%=10  
80-89%=8  
75-79%=6  
**55-75%= 4**  
<55%=2

An average of all scores is then used to gauge the overall performance

#### **PSP PI 4 - Ability to Meet Agreed Timescales to Complete a Task Order**

This indicator is designed to measure the time taken to complete a Task Order compared to agreed timescales for this process (taking into account any agreed changes)

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

The actual time taken to complete a Task Order is compared to the agreed timescale.

Any agreed changes to the task are taken into account.

Each Task Order completed in the quarter adds to this measure

- The target delivery date (A)
- Agreed duration adjustment in days (B)
- Actual date Task Order completed (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + C)} \times 100$$

Interpretation

Value of PI=

100%; Work completed on agreed date.  
Greater than 100%;- Work completed after agreed date  
Less than 100%;- Work completed before agreed date

Each design work is then scored -

>150%=0  
125-150%=2  
**110-125%= 4**  
100-110%=6  
90-100%=10  
<90%=8

An average of all scores is then used to gauge the overall performance

### **PSP PI 5 - Overall Performance of Design and Supervision**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

The out-turn works cost of a project is compared to the awarded tender value.

An account is taken of any changes to the works which are outside of the Consultant's control. For example changes to the scope of the work instructed by the Client.

Each project completed in the quarter adds to this measure

- Awarded Tender Value (A)
- Changes to cost outside of the Consultant's control (B)
- Actual out-turn cost. (Agreed final account) (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + B)} \times 100$$

Interpretation

Value of PI=

100%; Out-turn cost is equal to the awarded tender value.  
Greater than 100%; Out-turn cost less than the awarded tender value.  
Less than 100%; Out-turn cost greater than the awarded tender value.

Each project is then scored -

>135%=0

130-135% =2  
**125-130%= 4**  
 120-125%=6  
 115-120%=8  
 85-115%=10  
 80-85%=8  
 75-80%=6  
**70-75%=4**  
 65-70%=2  
 <65%=0

An average of all scores is then used to gauge the overall performance

**PSP PI 6 - Accuracy of Pre-Tender Works Cost Estimating**

The indicator is a comparison of the Pre-Tender Works Cost Estimate against the lowest assessed Tender Value.

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Pre-Tender works cost estimate is compared to the lowest submitted assessed tender for the project or the agreed Task Order target (if delivered within the alliance)

Each awarded tender in the quarter adds to this measure.

- Pre-tender works cost estimate (A)
- Assessed Tender Value (B)

Method of Calculation

$$PI = \frac{B - A}{B} \times 100$$

Interpretation

Value of PI=

100%; Pre-Tender Works Cost Estimate equal to Assessed Tender Value.  
 Greater than 100%; Pre-Tender Works Cost Estimate less than Assessed Tender Value.  
 Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.

Each construction work is then scored -

>135%=0

130-135% =2  
**125-130%= 4**  
120-125%=6  
115-120%=8  
85-115%=10  
80-85%=8  
75-80%=6  
**70-75%= 4**  
65-70%=2  
<65%=0

An average of all scores is then used to gauge the overall performance

### **PSP PI 7 - Contract Notifications Processed within Required Timescales.**

This indicator is designed to ensure that the Professional Services partner complies with the Term Maintenance contract management processes when supervising and managing works within the alliance and that they are carried out in an efficient and effective manner.

This measure only relates to the Mixed Economy Model (LCC and PSP Staff).

The method of measuring this indicator will be to take information from a scheduled report from the Term Maintenance Contract Management System (Confirm).

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

#### **Contract Notifications processed within required timescales**

>99% = 10  
>97% = 9  
>95% = 8  
>93% = 7  
>91% = 6  
**>89% = 5**  
>87% = 4  
>85% = 3  
>83% = 2  
>81% = 1  
<79% = 0

### **PSP PI 8 - Client Satisfaction of Design Service**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

After the design or supervision phase of a project has been completed, a Client satisfaction questionnaire is sent by the Technical Services Partnership to the Client team so that a score can be awarded for the design.

The questions will be scored in accordance with the interpretation below:

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

All Task Orders for which a design has been completed in that quarter are to be included with the score

All questionnaires received within the quarter will be scored for the Design Service to determine an average score for the quarter.

All questionnaires received are separated to take into account of the cost for the individual Task Order. They will be separated as follows -

- Below 10k
- 10k-50k
- 50k-100k
- Greater than 100k

Each pot of questionnaires will equate to 25% of the total score for the quarter.

Each questionnaire is scored for the Design Service as follows -

- Total score of questions answered.
- Number of questions answered.

Then the scores of all Questionnaires are averaged to get an overall score for each cost range for Task Order.

- Total of average scores from questionnaires
- Total number of questionnaires

The average score for each of the four ranges then converts to a score for the Indicator as follows

>9.5 = 10  
 9 - 9.5 = 8  
 8.5 - 9 = 6  
 8 - 8.5 = 4  
 7.5 - 7 = 2  
 <7.7 = 0

**PSP PI 9 - Continuity of Key Staff**

After the design and works phase of a project has been completed a Client satisfaction questionnaire is sent by the Consultant to the Client team so that a score can be awarded for the design service.

One question will relate to any loss/changes of a key member of staff to a project.

The Client team will rate, in the relevant cases, whether there was an impact to the Design Service as follows -

Impact Level	Score	Description
Negligible	10	No significant impact to quality of service.
Minor	7	Potential for a minor impact in service, loss in efficiency
Moderate	4	Some impact on service provided, some effort, time or expense required to recover.
Significant	2	Considerable impact in the quality of service. Considerable effort, time or expense required to recover.
Major	0	Severe impact on Service. Critical loss to all users.

The average score will be used for the quarterly Indicator Score.

**PSP PI 10 - Time Taken to Fill a Vacancy**

To maintain staff resource levels this indicator is to measure the timeframe taken by the Consultant to fill a vacancy when requested by the Client.

A baseline of 3 months will be used for this measure.

Each quarter the total amount of vacancies will be compared to how many staff were appointed within 3 months.

Method of Calculation

Vacancies filled in 3 months (A)

Total Vacancies (B)

$\frac{A}{B} \times 100$

B

### Scoring

>90% = 10

80 – 90% = 8

70 – 80% = 6

**60 – 70% = 4**

50 – 60% = 2

<50% = 0

### Traffic Signals Term Contract

#### TSTC PI 1 - Compliance with Tendered Quality Statements

This indicator is designed to measure the compliance with the tendered quality statements

On an annual basis, ten undertakings will be identified from the quality statements and compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved or maintained.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

**7 achieved = 4**

6 achieved = 2

Less than 6 = 0

#### TSTC PI 2 - Weekly Works Planning

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

The Contractor is required to provide data regards to their forward planning to the Client. They will assess whether the correct data has been received.

The requirement is as follows: -

Planned whereabouts of Engineers – to be submitted weekly

Relevant Dashboard Checks – to be carried out weekly

Lincolnshire County Council purchased stock Inventory – to be submitted monthly

A score will be calculated quarterly based on data reports received.

3/3 Inventory's received, 13/13 Whereabouts submitted and 13/13 Dashboard checks carried out. (Maximum per quarter 29/29)



Each data report is of equal value to the Client.

Points Scale

29 = 10

28 = 8

**27 = 6**

26 = 4

25 = 2

Less than 25 = 0

**TSTC PI 3 - Compliance of attendance times in respect of emergency works (emergency/urgent)**

This indicator is designed to measure the number of emergencies attended to within given timescales

Identified through emergencies responses reported and updated within the Traffic Signals Fault Contract Management System.

An Emergency Fault shall be an "all signals out" fault or any other fault considered by the Client to be a danger to the public.

The attendance time to attend this type of fault is 2 actual hours.

**Points are deducted for every emergency fault attendance time that is not met per quarter.**

0 = 10

1 = 6

**2 = 4 (Minimum Performance Level)**

>2 = 0

**TSTC PI 4 - Number of Faults Cleared within Contract Timescales**

This indicator is designed to measure the ability to clear faults within the specified timescales.

When a fault is raised the fault will be resolved within contract timescales.

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

**Calculation i.e. numerator/denominator and formula if appropriate:**

99 - 100% = 10

98.5 - 99% = 8

98.0 - 98.5% = 6

**97.5 - 98.0% = 5**

97.0 – 97.5% = 4  
96.5 – 97.0% = 3  
96.0 – 96.5% = 2  
95.5 – 96.0% = 1  
Less than 95.5% = 0

### **TSTC PI 5 - Percentage Task Orders Completed on Time**

**This** indicator is designed to measure the amount of task orders completed on time that the Client has specified the completion date.

To measure and improve the percentage of work orders completed within the agreed timescales. This indicator is also designed to measure the sites that are fully complete and ready for an onsite acceptance testing.

This measure does not include reactive works.

Measured by the Term Maintenance Management System.

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

#### **Calculation i.e. numerator/denominator and formula if appropriate:**

99 - 100% = 10

98 - 99% = 8

**95 - 98% = 6**

92 - 95% = 4

88 - 90% = 2

Less than 88% = 0

### **TSTC PI 6 - Percentage 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.

To measure and improve the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

Measures by the Term Maintenance Contract Management System and Contractor

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 be completed in agreed timescales and points are lost for being under this benchmark.

99 - 100% = 10

96 - 99% = 8

**93 - 96% = 6**

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

**TSTC PI 7 - Percentage faults resolved at the first visit.**

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

The target is for 99% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

**Points Scale**

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

**96 - 97% = 4**

95 - 96% = 2

Less than 95% = 0

**TSTC PI 8 - Percentage Task Orders carried out in compliance with TMA.**

This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

Measured by the Traffic Signals Fault Management System and the Lincolnshire permits scheme.

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 Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

Whilst being scored quarterly, this measure will take into account the previous 12 months on a rolling basis.

**Points Scale**

99 - 100% = 10

98 - 99% = 8

**97 - 98% = 6**

96 - 97% = 4

95 - 96% = 2

Less than 95% = 0

**TSTC PI 9 - Percentage annual inspections completed per contract year.**

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

All of the Traffic Signals site based assets in Lincolnshire require an annual inspection to be carried out and reported back to the Client.

Quarterly target inspection levels will be based on a cumulative total for the financial year.

This is to ensure 100% are completed by year end.

The targets will be set as follows -

Q1 – 25% completed

Q2 – 50% completed

Q3 – 75% completed

Q4 – 100% completed

At the end of each quarter the target is compared to the actual amount of inspections that have taken place to see if we are on course for all inspections to be achieved.

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

**Behind target = 4**

Q4

100% Inspections completed = 10

Less than 100% = 0

**TSTC PI 10 - Signal optic failures**

To record the number of signal optic failures for any given quarter.

To ensure the whole Client asset has no more than 30 Signal optic faults in a quarter and to highlight when this happens.

Failures that are caused by third party damage or Distribution Network Operator supply will not be subject to this KPI.

Each quarter the total of occurrences-Signal Optics failure will be calculated and used to score the measure.

Points Scale

Total quarterly occurrences 30 or less = 10

31 – 33 = 8

34 – 36 = 6

**37 – 39 = 4**

40 – 42 = 2

> 43 = 0

## **Client PIs**

### **Client PI 1- Client scheme proposals**

Client scheme proposals are required to be delivered to the Contractor in appropriate timescale. This is to give the Contractor adequate time to programme resources and submit an Annual Plan.

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.

**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 30<sup>th</sup> September each year.

#### Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30<sup>th</sup> November = 3

Later than 30th November = 0

### **Client PI 2 - Variation from Annual Plan spend profile**

The Indicator is designed to encourage the Client to minimise variation from the accepted Plan / Programme. Reducing this variation will provide greater budget certainty to deliver ongoing and improved efficiencies. Additional one off grants/funds awarded within year shall not form part of this measure.

The method of measuring this indicator will be to calculate the percentage variation from target price commitments against the disaggregated budget for eight key areas.

There are eight budgets that add to this measure.

Surfacing and Patching

Surface Dressing

Reactive Works  
Minor Works  
Cyclical Works  
Structures  
Street Lighting  
Traffic Signals

Each area is weighted equally within the overall score.

2% variation per budget is allowable – after that points are lost for additional variation.

Each of the areas is measured for variation and scored a percentage for the budget being maintained.

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

The scores are then averaged to get an overall score

Points scale -

>110% = 0  
108 – 110% = 2  
106 – 108% = 4  
104 – 106% = 6  
102 – 104% = 8  
98 – 102% = 10  
96 – 98% = 8  
94 – 96% = 6  
92 – 94 % = 4  
90 – 92% = 2  
<90% = 0

### **Client PI 3 - Client Enquiry Response Times**

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.

#### Points Scale

100% = 10  
>97% = 9  
>94% = 8  
>91% = 7  
>88% = 6  
>85% = 5  
>82% = 4  
>79% = 3  
>76% = 2  
>73% = 1  
<73% = 0

#### **Client PI 4 - Early Contractor Involvement**

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 resources

The Client should notify the Contractor at least 10 weeks prior to commencement of works that Early Contractor Involvement is required.

The Term Maintenance Contract Management System reports any ECI's and a comparison of work start date to ECI being notified to Contractor will be used to calculate a quarterly percentage.

To measure the amount of ECI flagged to the contractor at least 10 week prior to the start of works.

>98% = 10  
>96% = 8  
>94% = 6  
>92% = 4  
>90% = 2  
<90% = 0

#### **Client PI 5 - Value of Compensation Events versus Targets.**



This indicator is designed to encourage the Client to minimise the amount of change whilst on site. Compensation Events also disrupt Annual Plan 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.

This is measured by the Term Maintenance Contract Management System.

7% variation is allowable – after that 1 point is lost per percentage point of variation.

Additional points can be scored for improving on previous year's variation after the financial year close out.

Quarterly the score will reflect the year to date variation.

>95% = 10

>94% = 9

>93% = 8

>92% = 7

>91% = 6

>90% = 5

>89% = 4

>88% = 3

>87% = 2

>86% = 1

<85% = 0

After financial close out – an additional measure may reduce the score for the preceding 12 months, based on whether variation has improved from the previous year.

Points Scale

>0% improvement = 2

Example 1

Year 1 variation was 10%, in year 2 variation was 11% - this would result in no change to points score. Although there was no improvement, the variation was similar to the previous year.

Example 2

Year 1 variation was 10%, in year 2 variation was 9% - this would result in additional point points due to variation level improvement = +2 points

### **Client PI 6 - Total Rejected Orders**

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 the Term Maintenance Contract Management System 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.

Report from the Term Maintenance Contract Management System will show the number of rejected orders not giving all information are counted.

1 point is lost per percentage point (maximum 10 points). The aim is to be 100% correct.

**Client PI 7- Contract Notifications processed within required timescales.**

This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications processed within required timescales and will be shown as a percentage.

The aim is 100% to be processed within required timescales – there after 1 point is lost every 2 percentage points.

**Points Scale**

Contract Notifications processed within required timescales

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

**Client PI 8 - Percentage of abortive works**

The Indicator is designed to encourage the Client to minimise abortive works and inefficient time management. Reducing change will provide greater efficiency and resource certainty within the Alliance.

The method of measuring this indicator will be to calculate the percentage of JV schemes proposed to the Contractor that are aborted after completion of Early Contractor Involvement

Each scheme is weighted equally within the overall score.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

Points scale –

>99% = 10

>98% = 8

>97% = 6

>96% = 4

>95% = 2

<95% = 0

**Client PI 9 - Highways Inspections Completed**

This indicator is designed to measure the percentage of planned highway safety inspections and, principal and general bridge inspection, actually completed

The percentage is based on inspections carried out in a quarter compared to inspection due in a quarter.

(Total number of planned general and principle inspections completed within timeframe)

+

(Total number of planned routine safety inspection completed with timeframe)

100% = 10

>97% = 8

>94% = 6

>91% = 4

>88% = 2

<88% = 0

**Client PI 10 - Value for Money**

All Client Team are assessed annually to establish if Lincolnshire County Council considers them to be cost-effective. The focus is on -  
Economy – Spending Less  
Efficiency – Spending Well  
Effectiveness – Spending Wisely

All Client Teams have a set of performance indicator that are monitored throughout the year in the form of an Individual Specification of what is required

The teams in question are -

Asset Management  
Highway Network Management  
Infrastructure Commissioning  
Lincs Laboratory  
Network Resilience  
Streetwork Permitting  
Technical Services Partnership

Annually the data collated is used in a Value for Money assessment to establish whether the team has improved from previous years.

Each Area is given a score out of 100 for Economy, Efficiency and Effectiveness.

The scores are then uses to calculate an average score for the Client Team.

The target is for this average to improve each year.

Points Scale

>0% improvement = 10

-1% to -0.01% = 8

-2% to -1.01% = 6

-3% to -2.01% = 4

-4% to -3.01% = 2

<-4% = 0

## **Alliance KPIs**

### **Alliance KPI 1 - Asset Management Strategy**

This indicator is designed to gauge how successful the Asset Management Strategy has been with regards to Asset condition.

The purpose of this Asset Management Strategy (AMS) is to:  
Formalise strategies for investment in key highway asset groups  
Define affordable service standards

Improve how the highway assets are managed  
Enable a more effective and efficient highways service to be delivered

The AMS sets a plan of how Lincolnshire County Council will maintain its Asset based on financial constraints.

A performance report will be compiled annually summarising the condition of each asset group. The report will describe the result of the previous year's investment in terms of meeting the target service standards and key outcomes.

The report will also include long term predictions of levels of defects and condition and will be used to enable the council to best allocate the following years budgets and to decide whether any of the service standards contained in this plan or funding levels need to be revised.

A comparison of 'Expected Condition of Asset' is compared to 'Actual Condition of Assets' to make an assessment as to whether the Asset condition has improved or worsened in alignment with the AMS.

Points Scale

≥0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6

-1.5% to -1.01% = 4

-3% to -1.51% = 2

<-3% = 0

### **Alliance KPI 2 - Creation of and Tasks Delivered against an Annual Plan**

An alliance Annual Plan will be agreed by the Client and Contractor. The performance of the alliance will be measured by number of works completed against this agreed Annual Plan.

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

To measure the performance of all parties in effectively programming and delivering works. To this end the Annual Plan 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.

An agreed Annual Plan should be complete by 30th November each year for the follow year.

The current Annual Plan is also measured for accuracy by taking the number of jobs that have been planned for completion during the monthly period and those that have been notified as substantially complete / technically complete.

This measure takes place within the Term Maintenance Contract Management System.

Points scale -

Having an Annual Plan agreed by -

By 30th November = 3

By 31st December = 2

By 31st January = 1

Later than 31st January = 0

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

Points Scale >95% = 7

90% to 94.9% = 6

85% to 89.9% = 5

80% to 84.9% = 4

75% to 79.9% = 3

70% to 74.9% = 2

65% to 69.9% = 1

<65% = 0

### **Alliance KPI 3 - Minimising disruption to the public**

indicator is designed to gauge co-working and coordination between different Partners within the alliance and also co-working between Partners and National Works Promotors.

Infrastructure Improvements involving Traffic Management can have an impact on the general public. This indicator is designed to work towards minimising possible disruptions.

The performance measure is calculated by looking at number of schemes, planned works and reactive works that have been completed in a quarter that involved traffic management/ road closures and calculated how many used the same Traffic Management.

e.g. Partners using the same TM to do Traffic Signals installations and surfacing at the same time. Or bridge deck / resurfacing at the same time.

This data will be generated through and Term Maintenance Contract Management System, but also from alliance Partner Managers whom can highlight where co-working and coordination has taken place.

Also any works with National Works Promotors and Partners will be included if the same Traffic Management was utilised.

Initially there will be an annual target during of 5 completed works involving co-ordination annually. Each quarter will be scored based on reaching this target by the end of Year 1.

Q1	Q2	Q3	Q4
1 = 10	2 = 10	3 = 10	5 = 10
0 = 5	1 = 8	2 = 7	4 = 8
	0 = 6	1 = 4	3 = 6
		0 = 2	2 = 4
			1 = 2
			0 = 0

From Year 2 there will be a requirement for 5% incremental improvement per year.

**Alliance KPI 4 - Building Social Value**

The Public Service (Social Value) Act placed a formal requirement on public sector organisations to consider the economic, social and environmental benefits for communities (social value), as well as the overall cost when awarding contracts.

The purpose of this measure is to gauge whether these areas have been considered.

This measure will be calculated with equal weighting for each alliance partner per annum.

All alliance Partners will be required to supply data annually on the following areas.

- Adopt the **Construction Supply Chain Payment Charter** or demonstrate that all principle objectives have been adopted for all supply chain payments for all services delivered through the individual contracts.
- Number of **Apprentices employed** in delivering the service. Measurement of all alliance partners in FTEs. Measured quarterly and should be maintained or improved relative to the volume of expenditure through the total contract value.
- Estimated Spend as a percentage of total spend that goes to **local suppliers** within 20 miles of the county of Lincolnshire. (Looking for annual improvement through life of the contract)

Year 1 will be used as benchmark for subsequent years unless a commitment has been offered as part of the tender process.

Each of the alliance Partners will be scored as follows .

Points Scales - Construction Supply Chain Payment Charter

- 100% of Invoices paid within 30 days= 2
- 90 -100% paid within 30 days = 1
- Below 90% = 0

Points Scale – Number of Apprentices employed (as a % of workforce)

- Level Maintained or Improved = 4
- 1% to 0.01% below = 3
- 2% to 1.01% below = 2

3% to 2.01% below = 1  
<3% below= 0

#### Points Scales - Locally Based Suppliers

Level Maintained or Improved = 4

1% to 0.01% below = 3

2% to 1.01% below = 2

3% to 2.01% below = 1

<3% below= 0

The average score of all partners will be used as an overall score.

#### **Alliance KPI 5 - Satisfaction with the Condition of the Highway**

To directly measure a continual 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.

Annual data from NH&T Survey is produced every October.

The main purpose of this report is to show satisfaction scores from the survey of the year and highlight areas where areas changed most significantly from the previous year.

The report comprises a page of summary results, followed by a series of individual pages which show high level results for each of the main themes of the survey.

The areas included in this score and weighting are as follows –

Accessibility – 10%

Walking & Cycling – 10%

Tackling Congestion – 10%

Road Safety – 10%

Highway Maintenance – 60%

The overall percentage is then compared to the previously year to establish if there has been an improvement.

#### Points Scale

>0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6

-1.5% to -1.01% = 4

-3% to -1.51% = 2

<-3% = 0

#### **Alliance KPI 6 - Efficiency of Spend**



This indicator is designed to gauge the efficiency of the alliance Spend when compared to other authorities

CQC provides a basis for measuring efficiency savings. Authorities that are able to improve their CQC Rating over time and close the gap to their minimum cost realise efficiency savings.

CQC Efficiency Network Results - Data is provided annually on how efficient spend has been compared to other authorities.

The CQC statistical methodology measures efficiency by allowing for factors outside an authority's control so they can be compared with others on a like for like basis.

CQC takes into account of each authority's individual characteristics and circumstances including their size and scale, service quality and customer perception and evaluates how these affect the cost of their activities.

Once these adjustments have been made CQC measures how close authorities are to the minimum theoretical cost of providing their current level of service, and expresses the difference between their current cost and this minimum potential cost, in percentage terms, as a 'CQC Rating'.

The rating is received annually. The annual percentage is converted into a score.

Points Scale >95% = 10

90% to 95% = 8

85% to 90% = 6

80% to 85% = 4

75% to 80% = 2

<75% = 0

### **Alliance KPI 7 - Net Positive Press Coverage**

This indicator is designed to gauge the 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 alliance is having for the people of Lincolnshire.

Analysis of press coverage by the Client will provide this data. An agreed bespoke analysis tool has been developed by the Client and will provide a reliable measure of all Highways and Traffic related stories.

Data provided directly from Press Team

100% x Positive Stories + Neutral Stories

## Total Stories

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

Points Scale	>95% = 10
	90% to 95% = 8
	85% to 90% = 6
	75% to 85% = 4
	65% to 75% = 2
	<65% = 0

### **Alliance KPI 8 - Alliance Satisfaction Scoring**

Alliance Partners are asked to score a survey that will gauge opinion on areas of the alliance that may include:

- 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, 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	>7.0= 10
	6.75 to 6.99 = 8
	6.50 to 6.74= 6
	6.00 to 6.49 = 4
	5.75 to 5.99 = 2
	<5.75 = 0

### **Alliance KPI 9 - Reduction in Carbon Emissions and Waste**

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

Lincolnshire County Council are in the process of renewing their Carbon Management Plan. Within this will be a target of carbon reduction of (expected 20%) from the 2016/17 baseline by Apr 2023.

All Partners of the alliance will be expected to help works towards this target

The alliance Partners will be expected to providing LCC with the following information:

- Electricity , Oil and Gas used by any site that they operate in Lincolnshire in the delivery of the LCC highways contract. (Consumption for Electricity and Gas needs to be in kWh's and Oil can be in Litres or kWh's so long as which is used is clearly identified).
- Fuel used by fleet vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).
- Fuel used by business vehicles including pool, hire and private vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).

Additionally all alliance Partners will be required to provide details of tonnages of waste recycled and reused from all sites.

The target for the indicator is that 98% of waste does not go to landfill, so that the environmental impact of the service is reduced.

### Part A

Data received will be compared to the Carbon Management Plan to check that carbon reduction is on track for Apr 2023  
Spend, increase/decrease in workload, Priority Type will be taken into consideration when comparing data The comparison will be based on Carbon per £ spend.

For example

Budget = £40 million

Tonnes of CO2 = 1000£ per kg = £40

Data will be supplied within 30 days of the end of the quarter in question.

Each year the target will be of 2% reduction of Carbon until 2023. At this time a new Carbon Management Plan will be in place.

All Contractors and the Client must adopt the next target when set in 2023.

Year 1 initial target will be set at a target of £39 per kg CO2 and will be scored as follows.

>£39 = 5

>£38 = 4

>£37 = 3

>£36 = 2

>£35 = 1

Year 1 will be then used as a benchmark going forward with a 2% improvement each year being required.

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

Points scale	>On track or better = 5
	1.5% - 2% improvement = 4
	1% – 1.5 % improvement = 3

0.5% - 1% improvement = 2  
0%- 0.5% = 1  
Up to 1% increase in carbon = 0  
Over 1% increase in carbon = -1

Part B

Numerator = Total tonnage of waste recycled or reused (X)  
Denominator = Total tonnage of waste (Y)

X = % of waste recycled/Reused  
Y

X(1) = % of waste reused within contract  
Y

Points scale:           98% to 100% = 5pts  
                          96% to 98% = 4pts  
                          94% to 96% = 3pts  
                          92% to 94% = 2pts  
                          90% to 92% = 1pts

Indicator Reference: Alliance KPI 10

This indicator is designed to measure the safety of site work and the number of reportable accidents occurring

Identified through results of onsite health and safety inspections, and through the number of RIDDOR Reportable accidents

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

95 to 100%=10  
85 to 94 = 7  
75 to 84%=2  
> 75% =0

Additionally this indicator is designed to measure the number of RIDDOR reportable 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, 1 point per incident.

# Highways and Transport Complaints Report

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Quarter 2;  
2020/2021

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October 2020

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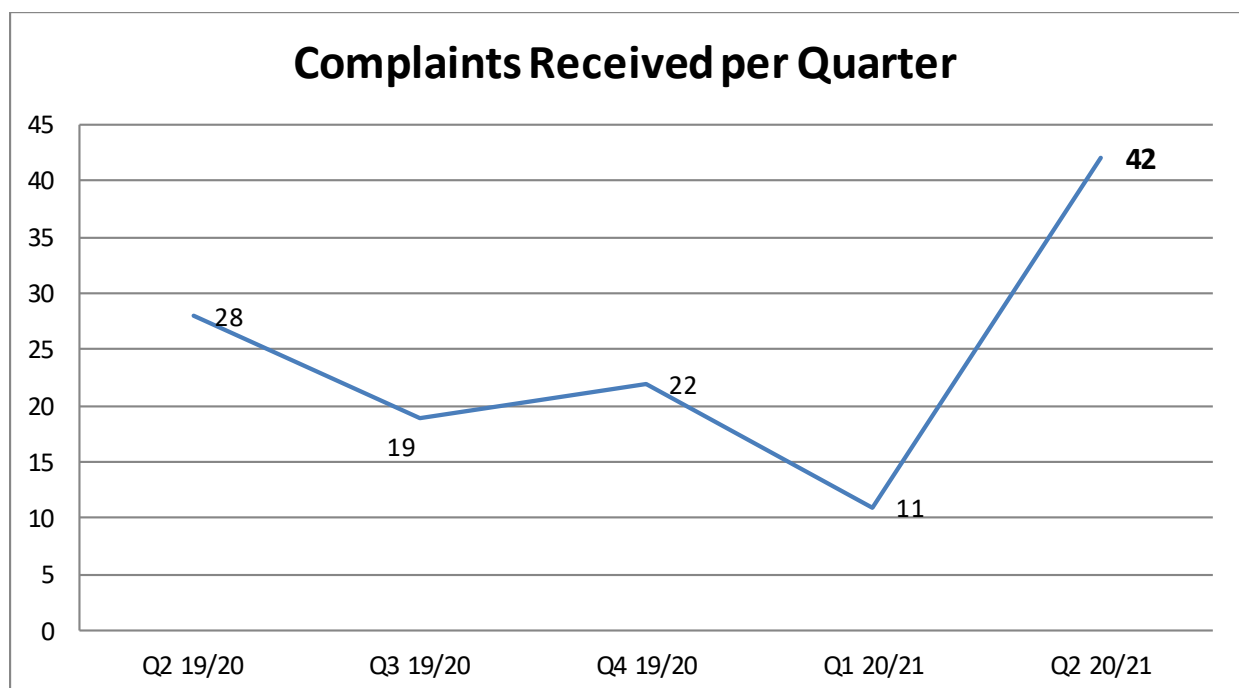
## Introduction

The following report is a summary of findings from the complaints raised in the second quarter of 2020/2021 for Highways and Transport. Details on any common themes within complaints and overall figures for numbers received and outcomes will be provided. This report will be incorporated into reports provided to the Audit Committee and CLT.

## Q1 Overview

Highways and Transport received 145 contacts in the second quarter of 2020/2021, from individuals wishing to complain about various services. Out of these 145 contacts 42 entered the formal complaints process; the remaining 103 were resolved outside of this process in Early Resolution. This equates to 71% of all contacts received. The number of contacts received in the second quarter has risen by 79% when compared to the previous quarter; this accounts for the increase in the overall number which entered the formal process.

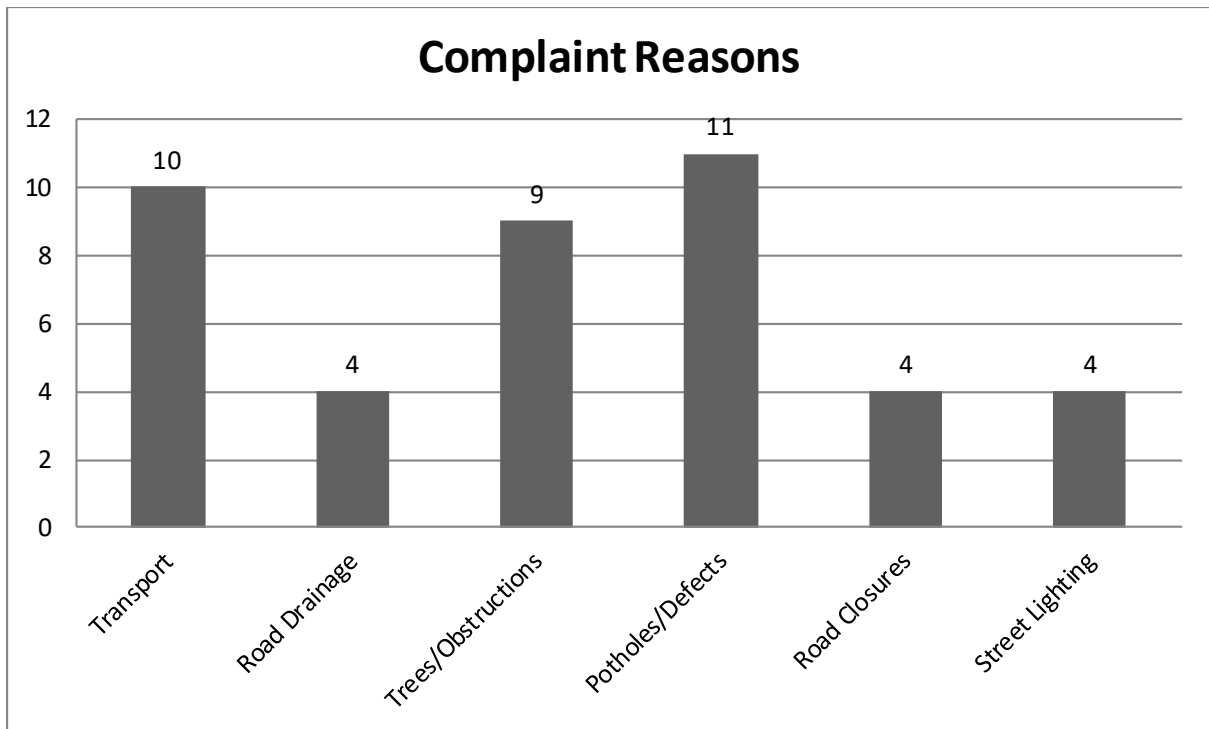
When comparing the second quarter of this year to the same quarter of the previous year there has been an increase of 50% in complaints.



The second quarter has seen one complaint escalate to the 2<sup>nd</sup> stage of the complaints process. This was due to an area of the complaint not having received a response at stage 1. In line with the policy this had to be escalated in order to respond to the single outstanding issue.

Given the large increase in the number of contacts received and the number of cases entering the formal process a single escalation to the next stage continues to reflect the success of the strategy in place in dealing with complaints and early resolutions.

Complaints raised were in relation to the following areas;



This quarter has seen an increase in the number of complaints raised in relation to transport. It should be noted that transport has been affected by Covid-19 regulations and how these services are being provided.

Out of the 42 complaints which were received and investigated 3 had an outcome of partially upheld and 11 had an outcome of upheld. The remaining 28 complaints were not upheld.

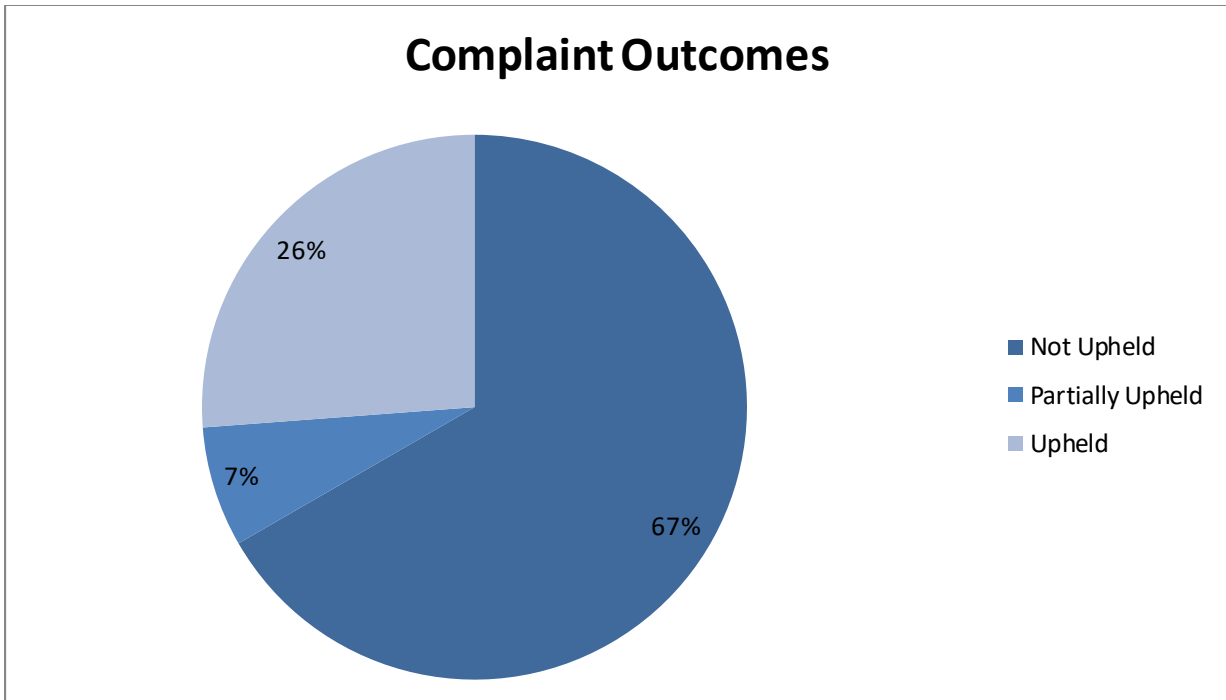
These complaints were reviewed further in order to establish any cause for concern.

Of the 10 complaints raised in relation to Transport 1 had an outcome of upheld and one partially upheld. The reason for both was a lack of communication/ a delay in responding. As stated above the areas has seen a large increase in work, given new and changing regulations being implemented and this is a potential cause for delay.

Of the 11 complaints raised in relation to Potholes/Defects 4 had an outcome of partially upheld and 2 had an outcome of upheld. The reasons here varied, with 3 being due the lack of detail/action, considered by the complainant, after having reported a defect. One was in relation to a delay in communication with the complainant. 2 partially upheld complaints were in relation to complainant being unhappy with the information given on intervention levels.

4 of the 9 complaints raised in relation to Trees/Obstructions were upheld. All were in relation to a delay in communication and information about action which would be taken.

The remaining 2 upheld cases were in relation to Road Drainage. 1 was due the complainants dissatisfaction with decision made and advice given and the 2<sup>nd</sup> was due to a delay in communication.



#### Summary

It is difficult to pinpoint the precise reason for the increase in the number of contacts received. This has been the case for all areas across the council during the 2<sup>nd</sup> quarter. Given the increase it is positive to note that this area has worked hard to maintain the large percentages it achieves in resolving cases informally, and teams should be commended for their work. Whilst there are a few mentions of delays in relation to the complaints raised, it is important to note the increase in communication across all areas of the council and the effect this is currently having on workloads. This will be monitored.

Given the unexpected increase in cases, recommendations for improvement would not be suitable until the 3<sup>rd</sup> quarter's data has been analysed. This will allow an assessment on whether the increased contacts were specific to the quarter, given the national situation, or are an on-going matter which needs to be addressed.



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>Highways and Transport Scrutiny Committee Work Programme</b>

**Summary:**

This item enables the Committee to consider and comment on the content of its work programme, which is reviewed at each meeting.

**Actions Required:**

The Committee is 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. Current Items**

The Committee is due to consider the following items at this meeting: -

14 December 2020		
	Item	Contributor
1	Fifth Local Transport Plan (LTP V)	Vanessa Strange, Head of Infrastructure Investment
2	Contract for Supply of Winter Maintenance Vehicles <i>(Executive Councillor Decision – Between 14 and 18 December 2020)</i>	Dan Charlesworth, Senior Commercial and Procurement Officer
3	Highways – Gully Cleansing/Repair and Surface Water Flooding	Shaun Butcher, County Programme Manager Richard Fenwick, County Highways Manager
4	Highways Quarter 2 Performance Report (1 July to 30 September 2020)	Paul Rusted, Head of Highways Services
5	TransportConnect - Teckal Company Update	Anita Ruffle, Head of Transport Services

## 2. Future Items

Set out below are the future items proposed for the Committee.

25 January 2021		
Item		Contributor
1	Revenue and Capital Budget Proposals 2020/21 <i>(Executive Decision - 2 February 2021)</i>	Keith Noyland, Head of Finance - Communities
2	Highway Fees and Charges Annual Review <i>(Executive Councillor Decision – Between 26 and 29 January 2021)</i>	Mick Phoenix, Network Management Commissioner
3	Permit Scheme Annual Report 2019/20	Mick Phoenix, Network Management Commissioner Mandi Robinson, Network Regulation Compliance Manager
4	Road Safety Partnership Update	Steven Batchelor, Senior Manager, Lincolnshire Road Safety Partnership
5	Roadside Nature Reserves and Wildflower Planting Progress Report	Karen Cassar, Assistant Director – Highways

8 March 2021		
Item		Contributor
1	Street Lighting Update	John Monk, Group Manager Design Services
2	Highways Infrastructure Asset Management Plan 2021	Policy and Strategic Asset Manager
3	Highways Quarter 3 Performance Report (1 October to 31 December 2020)	Paul Rusted, Head of Highways Services

## 3. Conclusion

The Committee is 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. 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 Simon Evans, Health Scrutiny Officer, who can be contacted on 07717 868930 or by e-mail at [Simon.Evans@lincolnshire.gov.uk](mailto:Simon.Evans@lincolnshire.gov.uk)



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>14 December 2020</b>
Subject:	<b>TransportConnect Ltd - Teckal Company Update</b>

**Summary:**

This report provides an update on the Council's Teckal Company, TransportConnect Ltd, which was established in 2016 as an intervention into the passenger transport market.

**Actions Required:**

- 1) To consider the attached report on the Teckal Company.
- 2) To agree any additional comments to be passed to the Executive Member for Highways, Transport and IT.

**1. Background**

This report provides Lincolnshire County Council, as owner of TransportConnect Limited (TCL), with an annual review of the company and its activities.

- 1.1 The Company was conceived late in 2015 when the County Council faced a market that was rapidly fragmenting. Prices were rising by an average of 26% due to operators dropping out of the market thus reducing competition, particularly in the south of the county. The idea that the Council might need to run its own fleet finally led to a proposal to form a company; this was adopted by the Executive and TCL was established in 2016.
- 1.2 TCL is a Company Limited by Guarantee with the County Council being the sole member. It is a "Teckal" Company, which restricts its ability to trade beyond the County Council, but also means that the Council can award work directly to the company as if it was a department.
- 1.3 The Company's head office and main depot is at Barrowby, near Grantham. Since its formation TCL has moved its other depots from Swineshead, Podge Hole and Bourne to better-located leased sites in Spalding, Boston and Ketton.

- 1.4 TCL commenced operation of several CallConnect local bus services in July 2016 and a number of Special Educational Needs and Disability (SEND) services from September 2016 following lack of interest from the market through formal tender.
- 1.5 Based on the initial contracts awarded at formation, TCL was expected to come into profit in the second full year of operation. However, the Council has needed to place more contracts with the company than originally anticipated, increasing the up-front investment (vehicles, personnel and training) and resulting in changes to the Company's income and expenditure profiles.
- 1.6 As a consequence, the Company made losses in the first two years of operation moving into small annual profits from 2018-19. The revised aim has been to break even overall by the fifth year of trading.
- 1.7 To date, TCL has continued to primarily deliver CallConnect, Social Care and Home to School/SEND contracts using a fleet of smaller sized vehicles. The Company uses a current fleet size of 74 vehicles. 23 of these are Lincolnshire County Council (LCC) CallConnect vehicles and the remainder are owned by the company.
- 1.8 As a Teckal Company, the County Council is entitled to award contracts to TCL without formal procurement processes. The Company currently undertake 24 contracts, including three One School One Provider (OSOP) contracts. 70% of TCL's contracts were put in place when it was established and all were contracts that it had not been possible for the Council to award when tendered. About 25% of its turnover has been won through competitive tender. With few exceptions, the remaining 5% has been through direct award after tendering within the market failed to find a supplier or affordable solution.
- 1.9 The Company undertakes some private work, though this remains within the 20% maximum allowed for a Teckal company. An example of this during the year was a commission to support the 2019 Lincoln Christmas Market Park & Ride facility, with the provision of wheelchair accessible minibuses.
- 1.10 Whilst TCL only represents a small percentage (6.7%) of LCC's total passenger transport spend, undoubtedly it helps the council to benchmark other providers' costs against those of TCL and to determine who has submitted a truly competitive price.

#### Company Ethos

- 1.11 TCL aims to give people access to their communities, with the health and safety of its employees, customers and the public at large always held paramount. The Company's motto is "Service... Care... Respect".

1.12 Directors are mindful that as a company owned by the County Council, it is important that the way that TCL conducts its business reflects well on both the Company and the Council itself. In order to achieve this, TCL adopts a “can-do” attitude not unlike a small family business and sets a high benchmark in terms of delivering service for LCC, caring for customers (many of whom are vulnerable and/or isolated) as well as looking after its staff.

1.13 TCL currently employs 125 staff. It strives for a workforce able to achieve, excel and perform at the highest level whilst working effectively and it looks to achieve this through a training programme and regular communication.

1.14 Examples of TCL's commitment to staff include:-

- 8% of drivers hold a higher category Public Service Vehicle (PSV) licence;
- all front-line staff are trained in first aid and wheelchair security by accredited providers;
- a formal apprenticeship programme;
- employment of a wide range of staff from different sectors, bringing with them a wealth of transferrable skills.

1.15 The nature of the business means that employees accept some challenging work patterns notwithstanding this, the Company has successfully recruited candidates who share its passion for high customer service and a genuine focus on caring for passengers.

#### Company Arrangements and Governance

1.16 The Company has a very lean management structure with only 3 senior employees: Managing Director, Commercial Manager and Compliance Risk Coordinator. Given the scale of expansion and the complexities and risks that come with running any transport business, the Directors continue to keep the Company structure under review. The aim is to address the risks and demands of the Company, by TCL engaging well trained staff and using relevant up to date technology.

1.17 Insurance, Legal, HR, Finance and Accounting Services are all bought in by the company. The Company's legal support continues to provide the necessary Company Secretary services. The Company's accounting year has been aligned to LCC's and their Accountants support the production and submission of annual accounts to Companies House. All information is shared with and open to the Council for inspection.

1.18 The Company Board is an appropriate size, providing some resilience and a good spread of skills. Each non-executive board member takes the lead for specific areas. The Board comprises five members drawn from local authority and business backgrounds. Meetings are held monthly and are also attended by the Owner's Representative (LCC's Head of Transport Services) and TCL's Commercial Manager.

1.19 The current Board Members are:-

Nicole Hilton	Assistant Director, Communities and representative of Lincolnshire County Council, appointed in June 2019.
Richard Wills	Former Executive Director at Lincolnshire County Council, appointed in April 2016
David Harrison	Independent non-executive director with experience of running passenger transport services in the UK, appointed March 2017
Howard Gannaway	Independent non-executive director with a breadth of financial and business experience, appointed June 2019
Howard Rowbotham	Executive Director and MD, Transport Connect Ltd

1.20 The Articles of the Company enable the Council to exercise sufficient control to manage its risk while allowing the business to operate in an entrepreneurial manner, with an emphasis on agility and flexibility. However, as TCL is owned by the County Council, an important role for the Board is to establish a strategy for the business that is consistent with the Council's aims and objectives.

1.21 The formal governance role for LCC continues to be held by the Executive Councillor for Highways, Transport and IT. The Owner's Representative plays an important role too including that of a conduit for communication between the Company and LCC as the Member. Strategic oversight is also supported by the LCC Finance team, Legal services and Assurance Lincolnshire.

1.22 Briefings and updates on the activities and any issues in relation to the company are provided by the owner's representative to the Executive Councillor and in periodic updates such as this through the Scrutiny Committee process.

1.23 The Company has formal contract management and operator liaison meetings with relevant contract managers in relation to the contracts delivered including the OSOP undertakings.

1.24 TCL remains subject to operator compliance checks by the Transport Services Group and its Inspectors. These checks involve audits of office systems, policies and procedures, ongoing DBS checks, vehicle inspections, driver training and both planned and unannounced operational surveys.

1.25 The Company has commissioned its own external auditors to review its processes and procedures in relation to compliance of O' Licence regulations and requirements. Logistics UK (formally the Fleet Transport Association) are also undertaking periodic 'dip tests' which involve thorough roadworthiness inspections on six vehicles from within the fleet selected at random.

1.26 In February 2020, a review of TCL was commissioned from an independent consultant (NGPT Ltd). The review identified that :-

- 'TCL is operated in a lean and efficient manner which helps to minimise overheads and deliver contracts for the Council at a low cost.
- Managing a large number of employees with relatively few supervisors and management staff would suggest that TCL cannot realistically be managed any more efficiently than it is at present.
- The role the Company is performing in the delivery of services in areas that are poorly serviced also opens up greater opportunities in future to ensure the company continues to meet the transport needs of local people where the market is unable to'.

1.27 The overall conclusion of the review was that: 'TCL has the potential to be a very useful tool for the County Council to ensure it has control over the delivery of transport services in the County. It would be a step backwards to disband TCL and makes far more sense to build on what it has achieved to date, particularly as authorities are not allowed to set up their own bus company any longer'.

#### Review of Activity and Change – 2019/20

1.28 In 2019 the Traffic Commissioner, who regulates the passenger transport sector, called the Directors to a Preliminary Hearing due to concerns that the company did not have sufficient cash reserves to meet the stringent requirements of the law. It was demonstrated that this was an issue of where the reserve funding was held rather than the lack of its existence. He also required the company to demonstrate its ongoing commitment to vehicle safety following issues faced by loss of the workshop facility at Barrowby due to an electrical fire. The Committee will recall from the previous Teckal update that building reinstatement took the landlord an inordinate amount of time, considerably longer than anticipated. The Council and the TCL Board are confident that the Company have not only met but exceeded the Traffic Commissioner's requirements.

1.29 Investment in new software has improved reporting systems and preventative maintenance schedules. This has contributed significantly to improving the first-time pass rate on MOT testing.

1.30 Investment in vehicle telematics is enabling better driving performance and safety management, as it monitors elements such as fuel consumption, driving styles, and speed. Installation of CCTV camera technology is also helping the company to robustly defend unfounded accident claims and reduce insurance premiums.

1.31 The results of Customer Satisfaction Surveys regularly reveal scores of 100% for overall satisfaction of the service provided by TCL and qualitative results further support this.

- 1.32 TCL has been required to continue operating throughout the Covid-19 pandemic, providing essential transport services for key workers, communities and scholars. The virus has impacted on some staff availability and this has meant that maintaining essential services has been challenging at times.
- 1.33 The company is acutely aware of the risks associated with the virus and utilises all of the appropriate safety and social distancing measures at its disposal. The Barrowby depot was recently subject to a random Covid-19 spot check by the Health and Safety Executive. The outcome of this was positive with appropriate protocols and measures to protect staff found to be in place.
- 1.34 The Committee will be aware, from other reports received, that the transport market remains vulnerable and potentially even more so due to the impact of Covid-19, plus the need for operators to ensure compliance with the latest elements of the Public Service Vehicles Accessibility Regulations and aspects of the Bus Services Act as applicable. Teckal Company status does not exempt TCL from any of these regulatory requirements.
- 1.35 Importantly, the Teckal Company continues to provide LCC with contingency, offering a valuable safety net for the County should there be further contraction of supply within the market. LCC are in an enviable position in this respect as the Bus Services Act 2017 removed the opportunity for local authorities to establish a transport company in the future.
- 1.36 Representatives of the Board will be present at the meeting and will provide the Committee with a short presentation on the Teckal Company, providing useful insight from the Board's perspective.

#### Financial Standing

- 1.37 TCL's commissions have continued to be for plugging the gaps in CallConnect, Social Care, and Home to School transport (primarily for SEND pupils) networks where, in the main, tendering processes have failed to find a supplier or affordable solution. It should be recognised that this has required the Company to expand at a pace and in a direction that it may not have taken were it acting purely in a commercial capacity.
- 1.38 Given the drivers for establishing the company were to address failings in the market and to bolster the available resource on which the Council could call to meet transport demands, the financing of the contracts performed by TCL to date have not been based on maximising profit for the company but instead maximising the cost avoidance for the council. The value of how much the Council has not had to incur ie the cost avoided as a result of its teckal intervention is monitored on an ongoing basis.



- 1.39 Senior management at TCL reviews cash flow constantly and has access to real-time income and expenditure using cloud-based accounts and banking systems. The Board examine monthly reports of profit & loss, cash flow and the balance sheet, and scrutinise operational accounts. Directors also set strategic financial policy in order to be assured of the viability of TCL's future business model.
- 1.40 In last year's Annual Report, the Directors reported concerns that the directly awarded SEND contracts were loss-making because the service payments were undervalued. Following a detailed analysis of the payment mechanism in partnership with the Commercial Team and other service areas within LCC, this matter has now been addressed.
- 1.41 2020 has clearly been a turbulent year due to the Covid-19 crisis however the majority of contracts performed by TCL were those considered essential to support key workers and/or vulnerable children. This has allowed the Company to sustain much of its income stream during the pandemic.
- 1.42 A financial synopsis in relation to TCL is provided at Appendix B.

#### Conclusion

- 1.43 TCL continues to achieve the primary objectives set at the time of its inception in that:-
- the market is delivering cheaper transport contracts than would have been the case without the Teckal intervention
  - it supports the Council to meet its statutory obligations in respect of passenger transport services when the market cannot.
- 1.44 Unless there have been exceptional circumstances, we have continued to give the market the opportunity to bid first for all work and only then made direct awards to TCL in cases where award of contract was not achieved through the competition route. It is recognised that it is not essential for the Council to do this.
- 1.45 TCL continue to be tested through straight competition with other operators and this helps to validate that the company's pricing is competitive and value for money.
- 1.46 The company continues to operate successfully in terms of the quality and range of services receiving some excellent customer feedback.
- 1.47 Through strict financial management the company have continued to move towards profitability whilst servicing all loans and operating in line with Teckal Company requirements.
- 1.48 Investment in staff training and technology over the past year has seen a demonstrable improvement in service delivery and company process.

1.49 The continued existence of TCL gives the Council increased opportunity for the future and contingency in the event of market contraction as a result of Covid-19 and/or any other forces negatively affecting transport supply within the County.

## 2. Consultation

### a) Risks and Impact Analysis

Copy of the risk register is contained in Appendix A

## 3. Appendices

These are listed below and attached at the back of the report	
Appendix A	Risk Register Extract
Appendix B	EXEMPT INFORMATION – NOT FOR PUBLICATION - Appendix B contains exempt information as defined by Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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

**Extract from the TCL risk register  
(Risk Score relates to the Current Position)**

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
1	Financial – TCL do not become financially sustainable within the agreed timescales with the County Council.	LCC Executive (LCC Finance Team/ A. Ruffle) support	2	2	4	Effective governance arrangements with regular Board meetings. Monthly financial reports reviewed and annual accounts audited.
2	Financial – a number of original contracts are due to expire in 2021.	TCL Board/ H.Rowbotham	2	4	6	Review existing contract arrangements. Ensure any new/appropriate contracts are bid for.
3	Financial – reduced income as a result of ad hoc work such as transport for the Lincoln Christmas market.	H.Rowbotham	3	3	6	Work with the Board on identifying other opportunities to utilise the vehicles.
4	Operational – Not enough staff to run the operations as a result of covid or other human health issues.	H.Rowbotham	2	4	8	Put contingency plans in place for different levels of staff availability. Ensure workplace practices are in place to reduce the risk of transmission.
5	Operational – Incident which makes the depot unavailable.	H.Rowbotham	1	3	3	This incident has previously happened. Alternative premises have been identified and Business Continuity Plans have been updated.
6	Operational – break ins/damage at depots creating additional costs and/or operational delays	H.Rowbotham	3	1	4	Review security measures at the depots and implement any recommendations.
7	Operational – safeguarding incident relating to a passenger	H.Rowbotham	1	4	4	DBS checks for all new staff; required training and awareness on safeguarding issues.

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
8	Operational – failure to comply with the regulatory framework	H.Rowbotham	1	4	4	O' licence in place. Monitoring by the Board; the Traffic Commissioner; LCC Fleet & Compliance Team and Owner Representative
9	Operational – failure to take pupils to school	Local Depot Supervisors	1	3	3	Issues happen such as sickness; RTCs; road closures; vehicle breakdowns - these are managed on a day to day basis. The company is seeking to increase resilience with more recruitment drives and putting some drivers through D1 licence which will increase flexibility in fleet/resource deployment.
10	Operational – not carrying out required health and safety checks and tests for vehicles.	Compliance Risk Coordinator/ TCL Transport Manager	1	4	4	Daily driver checks are now monitored and recorded electronically. Disciplinary action for failed activity. Managed programme of servicing and MOTs. Regime forms part of the tight O' Licence regulatory framework.
11	Legal – Breach of GDPR regulations	Commercial Manager & Owners Representative	1	4	4	TCL did full audit and training to ensure all staff are aware of the requirements and the need to securely protect data about individuals whilst operating.
12	Personnel – Lack of drivers or Passenger Assistants.	H.Rowbotham	2	3	6	This is a growing risk with an industry wide shortage of D/D1 drivers. Perhaps less so with PA's but med trained PA's are scarce. Use of LCC/NHS Contract for PA/Med training (were appropriate). LCC exploring potential for a resource training facility.

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
13	Technological – IT systems failure or cyber-attack.	LCC & TCL	2	3	6	LCC: Antivirus/firewalls/ encryption/backups/dedicated IT resources TCL: Antivirus/backups/ third party IT support
14	Technological – development of technology in transport (opportunity as well as a risk)	A.Ruffle	1	2	2	Use of Electronic Ticket Machines Lease Scheme. In-vehicles Telematics in use. Programme of fitting vehicle CCTV system now underway for early 2021.
15	Increased and/or Broader Activity Needs– ie diversify; expanded area, scope of LCC contracts etc	TCL Board / Owners Representative	2	2	4	Business Plan to identify existing and other potential contracts. Active communication.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# TRANSPORTCONNECT LTD

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Report to Lincolnshire County Council  
Highways & Transportation Scrutiny  
Committee 14 December 2020

# Mission Statement

“Giving people accessibility to their community”

## What do we deliver?

We aim to give people accessibility with  
Service... Care... Respect

## How do we do it?

With a Can Do Attitude

## Why do we do it?

To be the very best at what we do!



# Our Values

- 🌀 Health and Safety – protecting the health and safety of our staff and customers and going beyond legal requirements to achieve a safe working environment
- 🌀 Legal compliance – Ensure we meet all of our commitments with regards to the fleet, workshop and business in general
- 🌀 Training - develop and train our people beyond the expectations of our customers
- 🌀 Balance – take a proactive stand in providing all staff with an acceptable work/life balance
- 🌀 Community – contributing to society and demonstrating corporate social responsibility
- 🌀 Professional and polite communication always
- 🌀 TransportConnect (TCL) is one team with common goals



# TransportConnect Ltd – *The Employer*

- ☞ TCL employs 128 staff
- ☞ Without our staff the business could not exist
- ☞ We ensure all staff are actively included in the cascading of all relevant information
- ☞ We have an open door policy allowing us to support and help staff
- ☞ We strive to be “a great company to work for”



# TransportConnect Ltd - *The Supplier*

**TCL came into existence as a result of the need for LCC to:**

- ☞ Deliver cost-effective Specialist Transport in Lincolnshire
- ☞ Regulate a financially challenging transport market
- ☞ Set a high benchmark in the quality of transport delivered to all service users, from all walks of life
- ☞ Provide feedback on the real-time challenges faced by a Lincolnshire transport company in the current market



# TransportConnect Ltd - *The Company*

- ☞ TCL is a Teckal company, wholly owned by Lincolnshire County Council
- ☞ As a Teckal, TCL can benefit from direct awards for contracts and services from LCC without a competitive process
- ☞ TCL gives LCC responsiveness to help regulate the local transport market
  - TCL tender competitively
  - the company is agile and responsive with clear accountability and control
  - the Council's interests are well represented
  - non-LCC authority business must not exceed 20%.

# *Governance at TransportConnect Ltd*

The Board provide strong governance by:

- ✪ Establishing vision, values and strategy consistent with Council objectives
- ✪ Providing expertise from outside the Council
- ✪ Scrutinising executive decisions

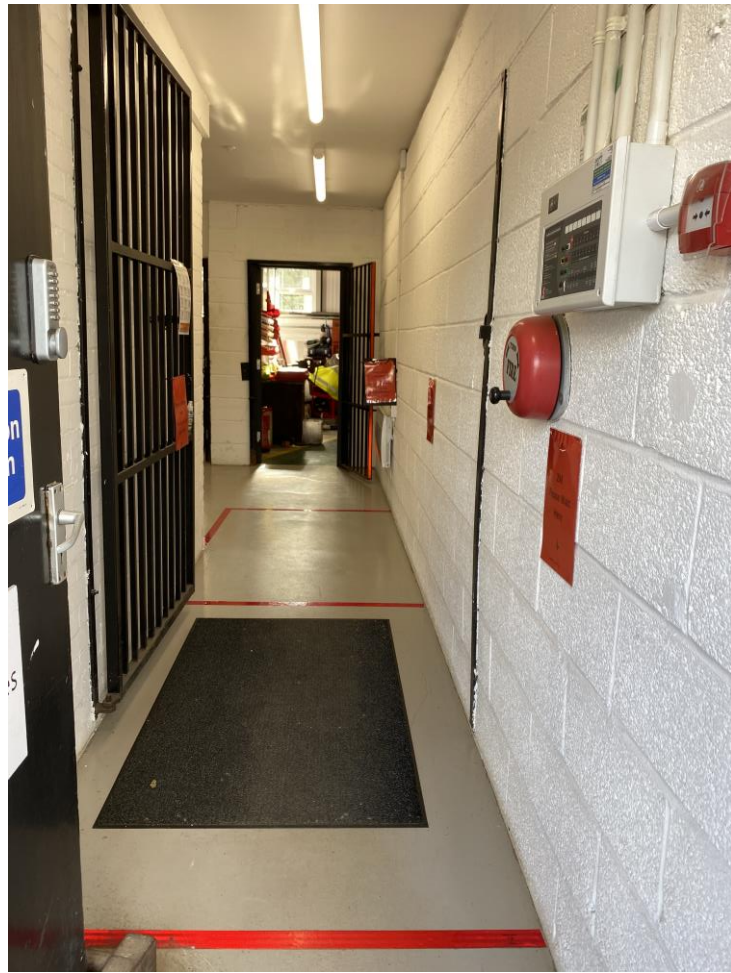
## Board Membership

- ✪ Five members
- ✪ Drawn from local authority and business backgrounds
- ✪ Meetings also attended by the Owner's Representative and TCL Commercial Manager

# The Impact of Covid19 on the Working Environment

TCL delivered service throughout the Covid19 pandemic. Internal strategies were put in place from the beginning of March 2020:

- Internal Track and Trace System
- No sharing of facilities
- PPE and Sanitiser was used from the outset of the pandemic by Drivers and PAs
- Risk Assessments
- Separate offices
- Ventilation
- Social distancing – 2m apart
- Temperature taken of external visitors
- Working from home where appropriate





# *The Impact of Covid19 on the Vehicles*



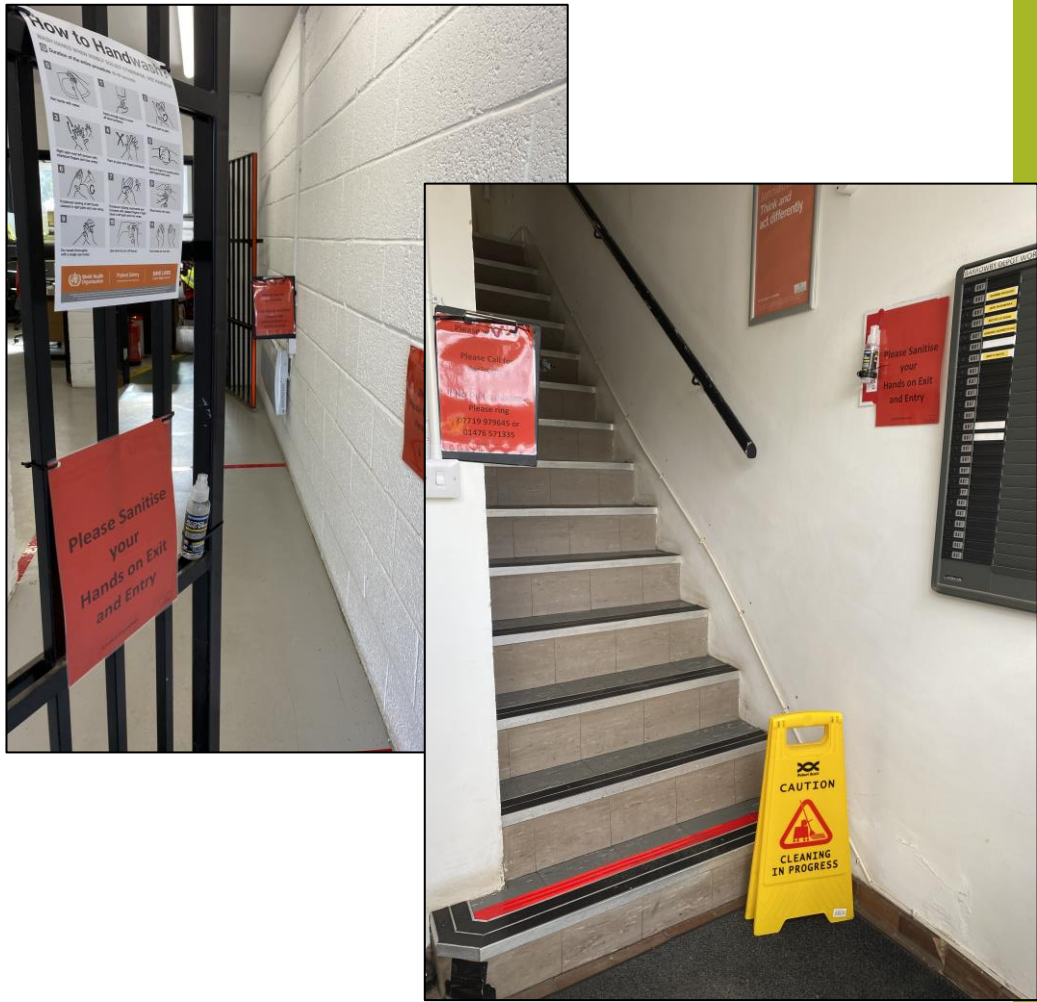
Social Distancing on the buses was a challenge in terms of reducing passenger numbers

- 🌀 An ozone sanitiser unit was purchased to clean the vehicles
- 🌀 The Drivers and PA's wore PPE and sanitised their hands before and after leaving the bus
- 🌀 Risk Assessments were completed for the vehicles
- 🌀 Social distancing was observed as far as reasonably practicable

# Living With Covid19 - The Team

- ☺ The team at TCL are learning to live and work effectively and safely in the presence of the virus
- ☺ It is about being a team and everyone taking responsibility for their environment
- ☺ TCL Management Team regularly acknowledge the staff and thank them for the work they perform

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# *Training At TransportConnect Ltd*



- 8% of TCL drivers have been trained up to hold a higher category PSV licence
- A strong focus on Wheelchair Securing and First Aid training provided by accredited trainers
- An Apprentice joining the Workshop in October 2020
- Newcomers of all ages, experience and professional backgrounds welcomed to be trained in a new career in transport

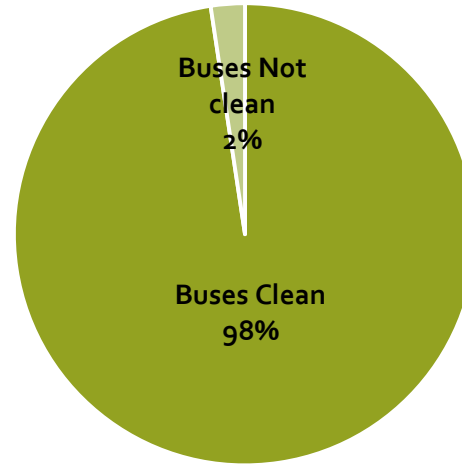


# The priory School- Spalding Home to School Transport July 2019 Parent Carer Feedback Results

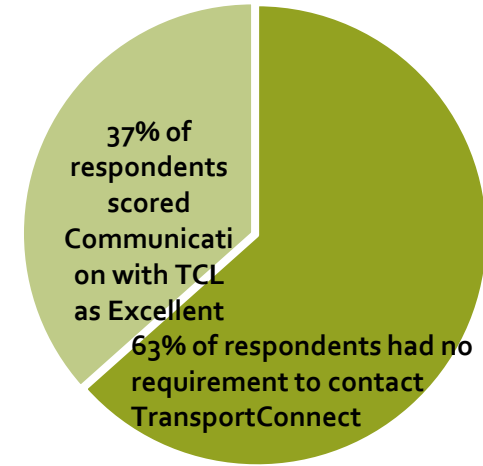
1. Collection/Drop Off Punctuality



2. Safety and Suitability of the Vehicle



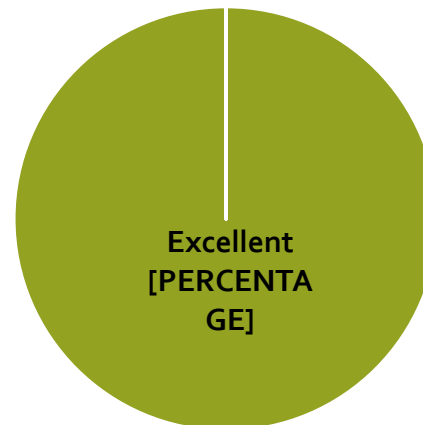
3. Communication



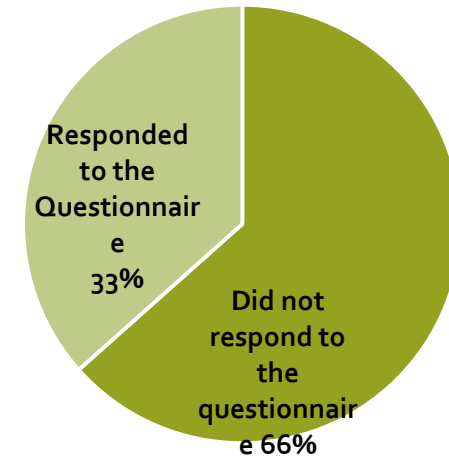
4. Satisfaction with Driver and PA



5. Overall Satisfaction with TransportConnect Transportation



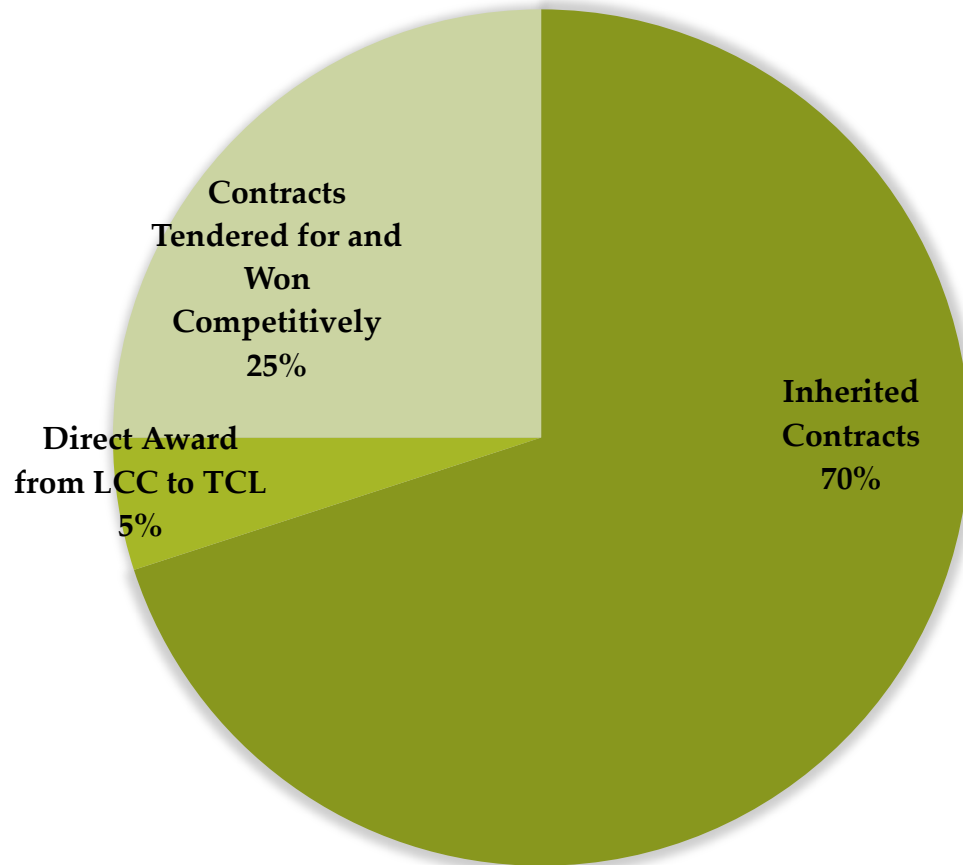
6. Response to the Parent/Carer Satisfaction Feedback Questionnaire



# Finance - TransportConnect Ltd

## Healthy Competition

CONTRACT SOURCE SEPTEMBER 2016 - APRIL 2020



- ☞ TCL provides LCC with a clear and transparent benchmark by which to compare the tender pricing provided by other operators
- ☞ TCL Ltd tender competitively for new contracts as a commercially viable going concern, winning work fairly and on its own merits
- ☞ The presence of TCL creates competition and helps to regulate tender pricing in the Lincolnshire Transportation Market

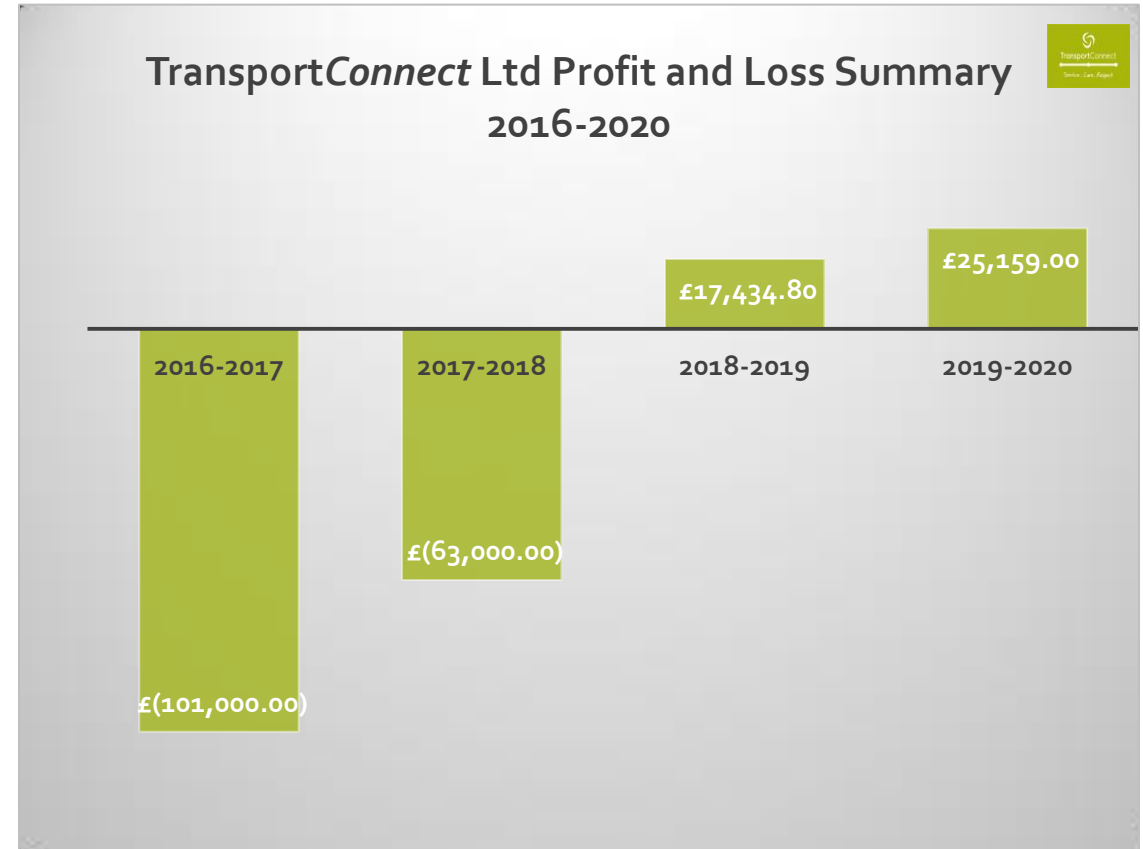
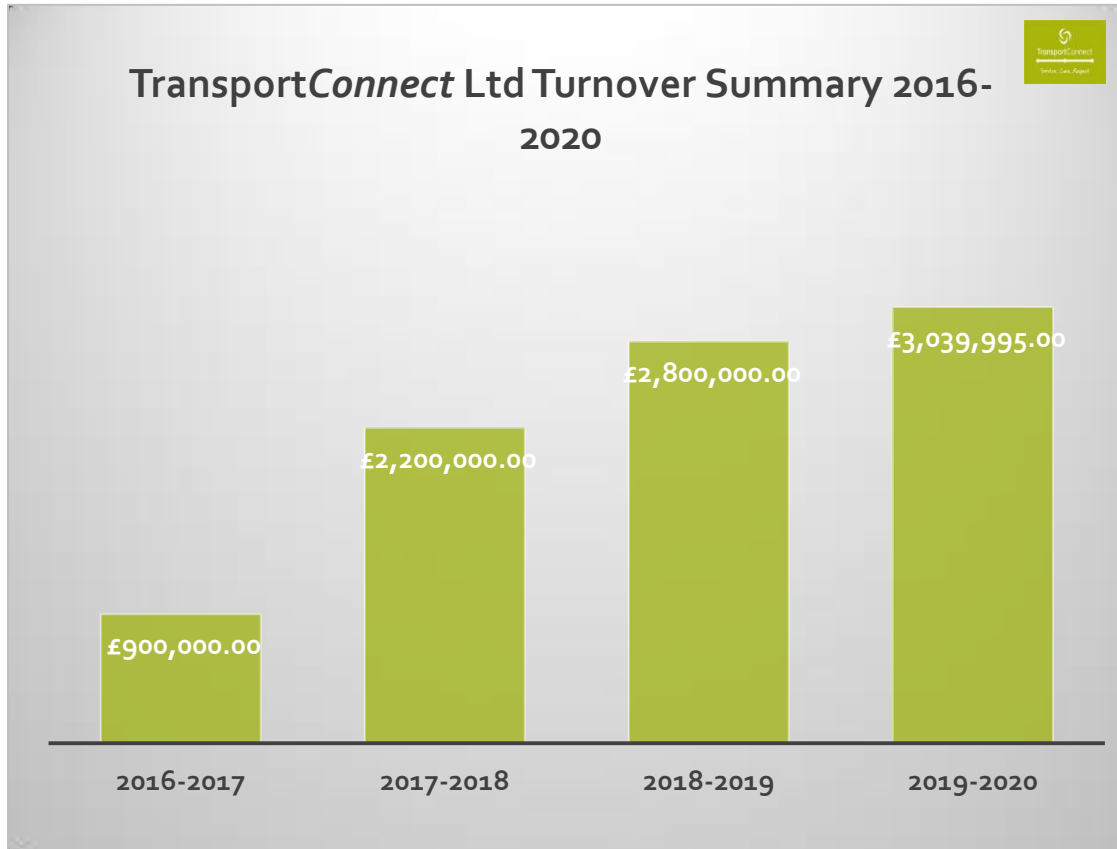
# TransportConnect Ltd - Finance



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- ☞ TCL have now had two consecutive years of profitable operation
- ☞ TCL run the business efficiently and brought operating costs down between 2018 and 2019 by £21,000 whilst delivering the same number of contracts
- ☞ The TCL -LCC Initial Set up Loan will be fully repaid in October 2021

# Financial Summary 2016-2020







TransportConnect

Service...Care...Respect

# *Where do we go from here?*

As TCL enters its fifth year of trading, we want to continue to:

- 🌀 Focus on Health and Safety
- 🌀 Maintain legal compliance
- 🌀 Strive for financial sustainability
- 🌀 Enhance our customers' lives
- 🌀 Support our staff
- 🌀 Enjoy what we do!

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