



County Offices
Newland
Lincoln
LN1 1YL

3 September 2021

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 13 September 2021 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached agenda.

Yours sincerely

A handwritten signature in black ink that reads 'DBarnes'.

Debbie Barnes OBE
Chief Executive

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

Councillors B Adams (Chairman), A M Hall (Vice-Chairman), Mrs A M Austin, M Brookes, K J Clarke, T J G Dyer, R A Gibson, Mrs S Rawlins, S P Roe, E W Strengeiel and R A Wright

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
MONDAY, 13 SEPTEMBER 2021**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 19 July 2021	5 - 10
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Winter Service Plan 2021/22 <i>(To receive a report from Matt Huddleston, Materials Engineer, which presents the Committee with the proposed amendments to the Winter Service Plan for 2021/22, in line with national guidance and best practice)</i>	To Follow
6	Passenger Transport Update <i>(To receive a report from Anita Ruffle, Head of Transport Services, which presents the Committee with an annual update on Passenger Transport Matters since the previous report considered by the Committee)</i>	11 - 44
7	Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan <i>(To receive a report from Anita Ruffle, Head of Transport Services, which presents the Committee with an overview the Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan)</i>	45 - 66
8	Highways Quarter 1 Performance Report (1 April to 30 June 2021) <i>(To receive a report from 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 Transport Complaints Report)</i>	67 - 130
9	Highways and Transport Scrutiny Committee Work Programme <i>(To receive a report from Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to consider and comment on the content of its work programme)</i>	131 - 136

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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.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Highways and Transport Scrutiny Committee on Monday, 13th September, 2021, 10.00 am \(modern.gov.co.uk\)](#)

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<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**HIGHWAYS AND TRANSPORT SCRUTINY
COMMITTEE
19 JULY 2021**

PRESENT: COUNCILLOR E W STRENGIEL (CHAIRMAN)

Councillors Mrs A M Austin, M Brookes, K J Clarke, T J G Dyer, R A Gibson, Mrs S Rawlins, S P Roe, A N Stokes and R A Wright

Councillor: R G Davies attended the meeting as an observer

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer), and Rob Close (Democratic Services Officer)

The following officers joined the meeting remotely via Teams:-

Shaun Butcher (County Programme Manager), Karen Cassar (Assistant Director Highways), Richard Fenwick (County Highways Manager) and Anita Ruffle (Head of Transport Services)

10 APPOINTMENT OF CHAIRMAN

RESOLVED

That Councillor Strenziel be elected as Chairman for this meeting of the Highways and Transport Scrutiny Committee.

COUNCILLOR STRENGIEL IN THE CHAIR

11 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor B Adams. It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillor A N Stokes was replacing Councillor B Adams for this meeting only.

Apologies for absence were also received from Councillor A M Hall.

12 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of interest received.

13 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 28 JUNE 2021

That the minutes of the meeting held on 28 June 2021 be confirmed and signed by the Chairman as a correct record.

14 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

Councillor Davies, Executive Councillor for Highways, Transport and IT, confirmed that the Executive would be proposing to the next meeting of Council that an additional £10 million be added to the highways maintenance budget on top of the £12.5 million that had been topped up earlier in the year.

15 HIGHWAYS - GULLY CLEANSING/REPAIR AND SURFACE WATER FLOODING

Consideration was given to a report from the County Programme Manager, and the, County Highways Manager, on Gully Cleansing/Repair and Surface Water Flooding. The Council were responsible for 190,000 drainage assets, and for the 2020/21 financial year, only 2,500 hadn't been attended to. This was a significant improvement when compared to previous years. An overview of the types of defects identified during inspections and a summary of the schedules of the Council's eight tankers were given. In relation to budget for minor drainage improvements, funding had increased from £300,000 in 2020/21 to £600,000 in 2021/22. An overview on the process for job prioritisation when received from the Customer Service Centre or Fix My Street was also given. Over the last financial year, outstanding jobs were double what they were now. Emergency Repair crews attending flooding reports now had the benefit of using tablets and took photographs of flood sites.

The Committee considered the report, and during the discussion the following comments were noted:-

- Members relayed residents' comments that, on occasion, they had been advised by officers that surface water would drain away itself within a few days, and sought further clarity on the rationale behind this advice. Assurance was given that the same priority practice was applied throughout the county. The suggestion that water would drain away did not follow the Council's consistent approach. If similar comments were received, going forward, these would be fed back to the County Highways Manager.
- The report suggested that assistance may be scheduled *shortly* within the cycling programme. Members sought detail on exactly how long this would be. Assurance was provided that officers took a risk based approach when determining the priority of their assistance. If a puddle remained with no risk to the public, a time frame of one to two months would be expected.
- Members appreciated officers' and partners' working together effectively to respond to issues throughout the County. Members were particularly pleased to see traffic management gangs on the A16.

- Observing that 'no immediate action proposed' was a response to issues of very low priority and risk, one member asked if this response indicated that a particular job would be closed indefinitely. Acknowledging that this may perturb residents who raised the job, the Committee was provided with assurance that, more appropriate wording would be considered on the Fix My Street app.
- Water pooling was still a concern to residents when it affected only a small number of properties or a single property. Officers suggested working with Local Drainage Boards, however, Members felt this was limited to larger projects. The Committee were advised that often residents were not aware that they were responsible for a water course. The County Highways Manager sat on a riparian working group which sought to engage with residents further to keep watercourses open and added that unless there was a significant nuisance, the Environment Agency did not have the power to enforce action.

RESOLVED

That the report and comments be noted.

16 COUNCILLOR CALL FOR ACTION - PROPOSAL TO RESOLVING OBSTRUCTION OF THE HIGHWAY ON WEST STREET, BARKSTON

Consideration was given to a report from the Assistant Director of Highways on a Councillor Call for Action, report recommending proposals that resolved obstruction of the highway on West Street, Barkston that was previously raised by Councillor R Wootten. The proposals included implementation of a H bar, increased signage and allocation of a passing place. Signage aimed to deter parking and would not be legally enforced.

The Committee considered the report, and during the discussion the following comments were noted:-

- Members commended Councillor R Wootten on his proactive approach to resolving issues within his division; however, concerns were raised that this may have set a precedent for how similar division issues could be resolved. It was clarified that division issues were resolved without Scrutiny Committee intervention.
- Members raised a concern that structures had been erected on the verge, and queried if Lincolnshire County Council was liable for any damage as a result. The Committee was informed that the Council had written to the resident, advising them to remove any unauthorised structures. In addition, a claim for damages had been received from a third party.
- Members argued that the increased traffic on West Street was a result of the Covid-19 lockdown, and added that there was only anecdotal evidence to rely on in

absence of monitoring being carried out and suggested that this could be done after some normality returned. Members raised concerns that the resources allocated to address this problem would be better spent addressing other more severe issues within the County.

- Members acknowledged that the proposal made in the report would be subject to limitations however, it was agreed that this would be used as a test site to verify the efficacy of the proposals.

RESOLVED That recommendation 1(b), adoption of Proposal 1 & Proposal 2, of the report be supported, that recommendations 2 and 3 be noted, and the comments outlined above be passed onto the Executive Councillor for Highways, Transport and IT.

17 PROPOSALS FOR SCRUTINY REVIEWS

Consideration was given to a report from the Scrutiny Officer, which invited the Committee to make suggestions for in-depth scrutiny reviews, for consideration and decision by the Overview and Scrutiny Management Board on 30 September 2021.

On 17 June 2021, the Overview and Scrutiny Management Board had agreed to request that each overview and scrutiny committee identify potential topics for in depth scrutiny reviews, which would be undertaken by the two Scrutiny Panels, taking into account the prioritisation toolkit. The Board would consider all the suggestions at its meeting on 30 September 2021, with a view to making a decision on which reviews would be approved. This Committee was requested to consider whether it would wish to make any suggestions to the Board.

While acknowledging that some divisions and parish councils had their own speed monitoring systems, Members agreed that traffic speed management was a common issue throughout the County therefore, a wide review would appropriate. This topic that had been considered in 2014, further guidance from central government was still expected in relation to this matter.

RESOLVED

That the Overview and Scrutiny Management Board be informed that the Committee had suggested a review of traffic speed management.

18 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

The Committee received a report from the Scrutiny Officer, which enabled the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity was focussed where it could be of greatest benefit.

The Committee noted that an additional item on - Enhanced Partnership Scheme and Bus Service Improvement Plan (BSIP) (Pre-decision Scrutiny) had been added to the work programme.

RESOLVED

That the work programme as amended above be approved.

78 TCL UPDATE REPORT (1 FEB 2021 - 30 APRIL 2021)

Consideration was given to an exempt update report from the Head of Transport Services on Transport Connect Ltd.

RESOLVED

That the report and comments be noted.

The meeting closed at 11.56 am

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

Report to:	Highways and Transport Scrutiny Committee
Date:	13 September 2021
Subject:	Winter Service Plan 2021

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Winter Service Plan 2021.

This decision is due to be considered by the Executive Councillor for Highways, Transport and IT between 15 – 29 September 2021. The views of the Scrutiny Committee will be reported to the Executive Councillor for Highways, Transport and IT as part of his consideration of this item.

Actions Required:

That the Highways and Transport Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive Councillor for Highways, Transport and IT as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive Councillor for Highways, Transport and IT in relation to this item.

1. Background

The Executive Councillor is due to consider the Winter Service Plan 2021 between 15 – 29 September 2021. The full report to the Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make

any additional comments to the Executive Councillor. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor between 15 – 29 September 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Highways, Transport and IT on Winter Service Plan 2021.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Matt Huddleston, who can be contacted on 01522 550355 or matt.huddleston@lincolnshire.gov.uk.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	13 September 2021
Subject:	Passenger Transport Update

Summary:

This report provides an annual update on Passenger Transport Matters since the previous report considered by this Committee on 14 September 2020. The Committee now receives separate progress reports for the Council's Teckal Company, Transport Connect Limited.

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

- The impact of Covid 19 on the local transport market
- National Bus Strategy, Bus Service Improvement Plan and the Enhanced Partnership
- Bus Services Act 2017 including Open Data
- Public Bus Service changes
- Community Transport
- Local Government Association's (LGA) Public Transport Consortium
- Total Transport including Non-Emergency Transport Services
- Bus Stop and Shelter infrastructure matters
- Transport Services Group's performance

Actions Required:

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

1. BACKGROUND

TOPIC – The state of the local transport market

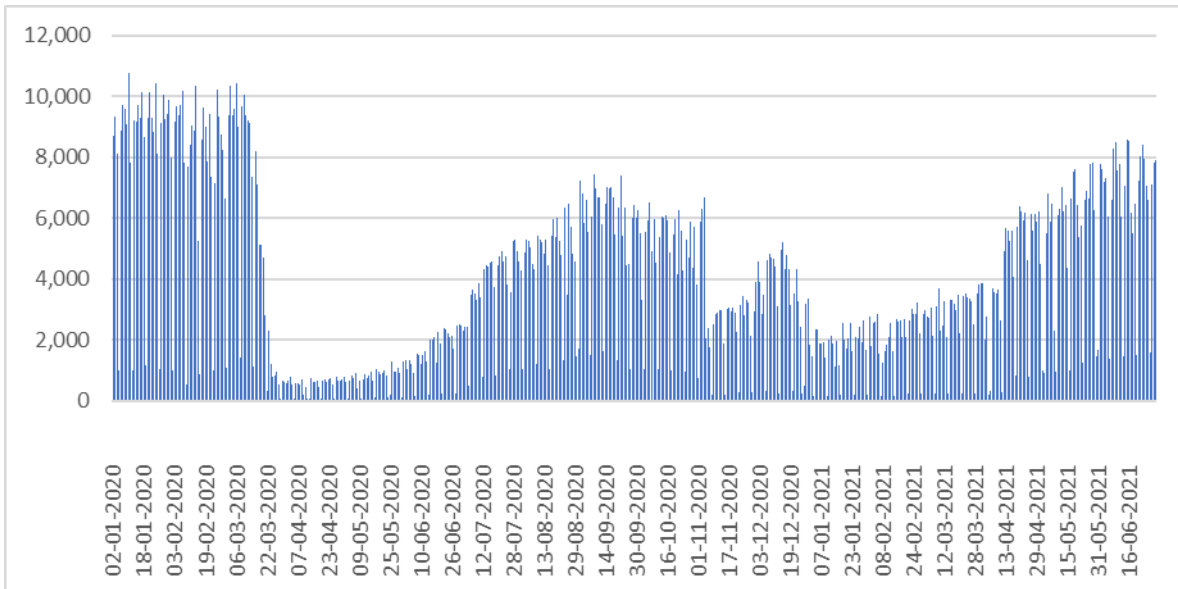
- 1.1 As previously advised to the Committee, Lincolnshire has a relatively small and extremely fragile passenger transport market. It has only one of the large national operators providing partial coverage of the county plus a number of medium and smaller independent operators located around the county. In the last 12 months there had been little change to the market. This was primarily due to the support provided by national government and the County Council to operators who would normally provide local bus services and/or home to school transport. Operators received financial support at pre-covid levels, subject to certain conditions.
- 1.2 Lincolnshire's bus operators broadly operate based on one of two models, those that provide just traditional bus operations (8 Operators) and those that deliver a mixture of transport services such as closed contracts, coaching services and/or private hire activities (16 Operators). The concern is for all bus operators but smaller family run businesses and those that are reliant on coaching/airport runs as the main part of their business are still considered to be particularly vulnerable.
- 1.3 The market is also reporting a serious shortage of PSV drivers (a similar position to that of HGV drivers). This is affecting the market's ability to deliver both Local Bus Services and Home to School Contracts and service cancellations due to shortage of a driver is rapidly increasing. This is of significant concern and the number of PSV drivers on the Council's approved list bears out the current market picture, with the loss of over 100 drivers since the start of the pandemic.

Bus travel during Covid 19

- 1.4 Figure 1 below shows English National Concessionary Travel passes used in Lincolnshire between January 2020 and June 2021. The graph mirrors the peaks and troughs of fare paying passenger journeys during the various lock down periods.
- 1.5 Operators are reporting that passenger numbers are now recovering, with adult and child fares at around 70-75% of pre-covid journeys but the take up rate for concessionary pass holders is much lower at c.45-50%. It is likely that people in the older age groups and/or those with certain disabilities are still reluctant to take unnecessary journeys on public transport.
- 1.6 For much of 2020/21, bus travel was identified as being for essential journeys only, and operators had to ensure that there was social distancing on all public bus services which meant these were not able to operate at normal capacity. Bus Operators have been in receipt of Covid-19 Bus Service Support Grant (CBSSG) funding. This funding made up the shortfall in fares revenue, but did not provide for any element of profit.
- 1.7 The Government also encouraged the separation of scholars from other members of the public, by providing funding for duplicate buses to facilitate dedicated scholars

only transport. In addition, the Council used some of its Covid funding to help operators meet the cost of enhanced cleaning regimes and additional PPE.

Fig 1 ENCTs journeys in Lincolnshire Jan 2020 to June 2021



- 1.8 In July 2021 the Department for Transport (DfT) wrote to operators and Local Transport Authorities (LTA) to give 8 weeks' notice for ending CBSSG funding but they also confirmed that there would be some 'Recovery Funding' provided between September 2021 and April 2022 albeit this will be at much lower levels than the CBSSG support provided. Detail around this funding is yet to be received.

Medium and longer-term risks for the bus market

- 1.9 Passenger numbers are slowly increasing but are not back to pre-covid levels, despite services being almost at pre-covid state for the majority of routes. This means that without further funding interventions, operators will be faced with an increasing number of routes being no longer profit making. Some operators are already reviewing and looking to reduce their current level of service to protect themselves in the medium term. The issue of driver shortages across the whole industry is also impacting on bus networks and home to school transport provision. In Lincolnshire we are seeing an increased number of school contracts being handed back and 'forced contraction' of local bus services as a direct result of operators having no driver(s) available.

- 1.10 On behalf of its coaching operators, the Confederation of Passenger Transport (CPT) has been lobbying hard for support to this sector (as they couldn't claim CBSSG for lost coach holidays/trips revenue). CPT published a Coach Strategy in March 2021. Key points included:

- Estimated 500M journeys p.a. carried out by coach (pre-pandemic).
- 6.3M people p.a. (40% of which are over 55) normally take coach trips

- 600,000 scholars p.a. taken to school by coach. This takes c40% of the fleet to deliver but only represents 16-20% of coach fleet revenue
- Average CO2 emissions per passenger per journey is around 1.5 times lower than rail, 5 times lower than air and 6 times lower than car
- Coach travel is six times safer than car travel. Coach drivers undertake rigorous professional training and coaches are equipped with multiple technologies which further increase their safety
- 80% of coach operators have seen their turnover reduce by over 50% and 20% of the market have been faced with a reduction of 90% or more since Covid.

1.8 Another issue facing the industry is the compliance with the Public Service Vehicle Accessibility Regulations (PSVAR) for coaches. The aim of PSVAR is to improve accessibility for disabled passengers. The last tranche of the Regulations came into effect on 1 January 2020 and related to coaches of 22 seats or more being used on local bus services and/or any school service for which passengers pay a fare or make a financial contribution towards their transport. This includes contributions paid by Post 16 scholars. The DfT gave an exemption, as a temporary arrangement to provide time for operators to either retrofit existing coaches or acquire new ones. Such exemptions expire this year.

1.9 The DfT are permitting, albeit reluctantly, operators to apply for a further exemption up until 31 March 2022 and then possibly a further period beyond that if they can evidence the steps, they are taking to ensure their vehicle(s) will be able to carry wheelchair passengers.

1.10 The pressure for coach operators is that there simply aren't enough accessible coaches available and those that are on the market come at a high cost. Furthermore, the design of an older non-compliant coach means there is limited opportunity to retrofit wheelchair lifts etc and this also reduces the seating capacity of the vehicle. As a result of operators needing to invest in newer accessible vehicles, tenders for Home to School Contracts using an accessible vehicle are currently seeing prices rise by up to 40% compared to non-accessible vehicle quotes.

1.11 Following the loss of CBSSG more operators may need to absorb the cost of enhanced cleaning and PPE.

1.12 The above points highlight that Lincolnshire operators continue to face significant challenges. This means our network and supplier market remains in a fragile state and there is a real possibility that, without further intervention, some operators may choose to exit the market. The current scenario also presents resource and financial challenges for the authority in terms of meeting its statutory duties in relation to transport (e.g., Home to School) and for maintaining an appropriate public transport network.

1.13 We continue to look for ways to support and encourage the local bus market, whilst remaining within budget and within regulatory and State Aid restrictions. The

County Council currently supports 142 local bus services across the network. This is an increase of two supported contracts compared to the previous report. Reduced fare income across all services is making it more likely that some commercial routes may cease to be viable, and this will increase demand for support from LCC as the local transport authority. In 2019/20 gross spend on supported local bus services was £5.573M (£3.394 net). It is not possible this year to compare spend on a like for like basis given the distortion created by covid restrictions, external funding and unique operating conditions.

1.14 Another report being considered at this meeting sets out the proposals for the Bus Service Improvement Plan and Enhanced Partnership arrangements to support the National Bus Strategy (NBS) the Government's strategy seeks to help with post-covid recovery and to halt the decline in bus use (outside of London) that has prevailed for many years pre-covid. Subject to the proportion of NBS funding Lincolnshire might receive in support, this strategy offers the County and its Operators a real opportunity to address some of the issues that have been highlighted above.

1.15 The Council continues to receive an allocation of Bus Service Operators' Grant (BSOG) for supported bus services, although this is expected to be linked by the DfT to the NBS at some point in the future. In 2020/21, the Council used its targeted £535K funding on the following:

- Fuel Duty Rebate payments to eligible services
- Financial support for some local bus services
- Purchase of several replacement CallConnect vehicles
- Software development to improve traffic light priority functionality
- Parish Shelter Grants
- New bus stop at Horncastle

All BSOG spend is subject to a DFT annual survey and LCC audit.

TOPIC – Bus Services Act 2017 and Open Data

1.16 This Committee has been kept updated with actions arising out of the Bus Services Act since it was enacted in April 2017. The Committee is reminded that the Act covers four key strands:

- Franchising
- Strengthening the powers of Quality Bus Partnerships between operators and the Council.
- Modernising previous ticketing legislation
- Introduction of open data and on-board audio and visual information.

1.17 Franchising and Enhanced Quality Bus Partnerships now form part of the requirements under the NBS, so these are not considered for discussion within this paper. Instead, this section sets out the progress around bus open data since September 2020.

- 1.18 In October 2019, the DfT published its Bus Open Data: Implementation Guide. The Bus Open Data Regulations came into effect on 7 January 2020. The purpose of Open Data is for bus operators to make details of their services widely available. Bus operators are now required to provide open, accurate and up to date data on timetables, fares and vehicle locations in real time.
- 1.19 Bus operators are required to publish their data (initially just route and timetable) through a portal. The portal, known as the Bus Open Data Digital Service (BODDS) went live in 2020. The Council is providing a bureau service for smaller operators and those without the ability to post their own BODDS data. This arrangement is likely to be continued for the foreseeable future. The group also continues to provide Traveline with timetable data, this arrangement will need to continue until such time as the data can be drawn directly from the portal.
- 1.20 The next phase is to provide standard fare and real time information, and this comes into effect on 7 January 2021, although it is expected that there may be a transition period offered. The final phase is to produce complex fare information by 7 January 2023.
- 1.21 There has been no update issued on the requirements for on-bus audio and visual features as set out in the Act since the previous report.
- 1.22 The Electronic Ticket Machines (ETM) Lease Scheme has now been live for one year. Most operators in Lincolnshire who hadn't introduced electronic ticket machines have signed up to this five-year leasing scheme. Whilst the primary benefit was to provide more robust data and auditing capacity in relation to English National Concessionary Travel Scheme (ENCTS) passes there have been other benefits. In addition to data analyse for ENCTS pass usage, ETMs can also provide the vehicle location details required for tracking buses on a real time basis (this will be required for BODDS data). A number of operators have also upgraded their machines to enable contactless payments.

TOPIC – Public Bus Changes

- 1.23 Government statistics show that in 2018/19 Lincolnshire bus operators provided 12.9 million passenger journeys compared to 13.5M in the previous year. The national picture saw a drop from 4,344M passengers to 4,318M over the same period. Despite the reduction, it is worth noting that public bus services still account for 58% of all public transport journeys (incl. Bus, Rail, Underground and Light Rail/Tram).
- 1.24 Since lifting of the last lockdown, the majority of bus services have been reintroduced to near pre-Covid levels. Exceptions include the Lincoln-Gainsborough corridor and town services in Gainsborough and Stamford which continue to operate at reduced levels at the present time.

- 1.25 CallConnect services have been adjusted in Lincoln and Grantham to help people access the Vaccination Centres in these locations. CallConnect was also used to provide a link between Skellingthorpe and Saxilby following closure of a local surgery, but this has since been removed due to lack of use. All CallConnect buses have been fitted with CCTV and safety cameras. A trial is currently underway for app-based booking in the Gainsborough CallConnect area and a trial with an alternative product will be introduced from September 2021 in the South of the county. The benefit of an app is increased functionality for the user. For those who don't use smart phones we still offer telephone access for journey bookings.
- 1.26 It was proposed to augment the Horncastle to Lincoln via Bardney (service 10) route when it was re-tendered in late 2020. However commercial service changes impacted on this proposal, restricting the opportunity to increase service levels on this route at the current time
- 1.27 The County Council can now access Section 106 funding towards a bus and associated revenue costs to serve Holland Park in Spalding. The total amount is £250,000 to be paid over two triggers. Trigger one has been met. We have not been successful yet in incorporating this into the existing Spalding IntoTown service but continue to seek a solution to be able to provide bus services to this site. We have also received a request to look into a link between the Holbeach Food Enterprise Zone, Holbeach and the Spalding-Kings Lynn route. This is being considered as part of the National Bus Strategy initiatives.
- 1.28 A relatively new operator to the Lincolnshire market has introduced a commercial Monday to Saturday service operating between Radcliffe on Trent and Grantham. The service includes Barrowby Gate, Bottesford and Bingham.
- 1.29 Online details of all bus service changes continue to be circulated to all Councillors on a monthly basis. Members are advised to contact the relevant officer listed for more detailed descriptions and background if required

TOPIC – Community Transport

- 1.30 The Council continues to support Lincolnshire voluntary car schemes. There are currently 16 car schemes and one Community run Dial A Ride service which operates around the Lincoln area. During the period of this report the Stamford Community Car Scheme has unfortunately ended. The Nettleham/Cherry Willingham Medical Practice and Navenby Car Schemes are hoping to resume operations soon. Some schemes were facing issues over car park charges at hospital sites, this matter has now been satisfactorily resolved.

TOPIC – Local Government Association (LGA) Public Transport Consortium

- 1.31 Councillors Brewis, Adams and Davies represent the Council on this LGA special interest group including representation on the Executive. The Head of Transport Services provides support and also attends plenary meetings.

1.32 During 2020/21 the group considered a range of topics and issues relating to bus and rail either through newsletters or virtual meetings. The most relevant ones to Lincolnshire are:

- Consideration of a report by the County All Parliamentary Group and County Councils "Reversing the Decline of County Buses". The report was submitted to the DfT for consideration as part of the National Bus Strategy.
- Updates on managing bus services during the pandemic.
- Regular updates on the DfT Decarbonisation Plan.
- Workshops on Rural Taxis and Alternatives to diesel for public transport.
- Future of Transport Rural Strategy – Call for Evidence.
- Challenging the criteria used by the DfT for the Rural Mobility Fund (RMF). Lincolnshire was not one of the authorities successful in obtaining RMF funding.

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

1.34 During the year the Head of Transport Services has also presented at an LGA national webinar and attended frequent meetings with the DfT on behalf of ATCO, ADEPT and the East Midlands region raising awareness of issues and championing passenger transport in Lincolnshire and rural areas more widely.

TOPIC – Total Transport

1.35 TSG advocates a Total Transport ethos and considers that such an approach offers opportunity for improved travel opportunities within Lincolnshire. The principles of Total Transport are:

- An integrated transport unit combining transport expertise in one team
- Integrated provision of transport through a variety of ways from planning, procuring, scheduling and delivering
- Joint contracting and delivery of activity

1.36 The NHS Non-Emergency Passenger Transport services (NEPTs) contract is due for renewal this year. Opportunity to be involved in NEPTS provision, particularly in relation to eligibility assessment and service scheduling was considered however timeframes and a 24-hour operating model did not quite fit within the roadmap for DRT development at this point in time. We are however continuing to investigate opportunities for working collaboratively with health on passenger transport matters going forward.

1.37 TSG are working with Children's services on a review of the One School, One Provider Contracts (OSOP) and have recently revised the payment mechanism to ensure it reflects changes in Special Educational Needs provision and is better able to adapt during times of disruption such as that seen during the Covid pandemic.

TOPIC – Bus Shelter and Bus Stop Infrastructure

1.38 In Lincolnshire, all bus stops are the responsibility of the County Council. The County Council owns and/or manages a number of bus shelters, primarily located on Interconnect routes. Other shelters are the responsibility of the District Town/Parish Councils.

1.39 The facility to report bus shelter and bus stop faults went live on Fix My Street on 17 November 2020. Upon receipt of a notification TSG identify and liaise with the relevant owner. We are working on a master database that identifies all shelter infrastructure in Lincolnshire including the owner although there are a small number of shelters where ownership still cannot be traced.

1.40 The Council has purchased 36 bus shelters in Grantham and Stamford from JC Decaux. South Kesteven purchased the shelters in the respective bus stations. There is a proposal currently being worked up for Clear Channel to take on the advertising responsibility on these shelters. This will generate a revenue stream for the Council which will amply cover the annual maintenance cost of the shelters. £50,000 has also been secured from unallocated S106 funding to refurbish and put in new stop infrastructure within Gainsborough.

1.41 The current work programme of refurbishing or replacing existing shelters that are the responsibility of the County Council is as follows:

- Chapel St Leonards, Bus Station – replace existing shelter with an anti-vandal proof design.
- Southview Skegness and Rand – new wooden shelters to be installed later in 2021.
- Spilsby Interchange – working with East Lindsey District Council and the Town Council to implement short term measures to mitigate anti-social behaviour issues with a longer-term plan to re-design the current shelter.
- Refurbishment of the following wooden shelters: North Greetwell (refurbished in 2020/21 Lexan Panels to be fitted shortly); Sudbrooke (two shelters on the A158); Canwick Road, Lincoln; Caythorpe, Dunston; Caistor; Stow and two shelters in Swallow.

1.42 The County Council also administers grants to Town and Parish Councils for new or to repair existing bus shelters. The maximum amount is £3,000. In 2020/21 we provided grants to the following parishes:

- Sutton Bridge
- Thimbleby
- Kirton
- Branston and Mere
- Sturton by Stow
- Marton

1.43 TSG has also received a number of requests for new bus stops, moving the location of stops or removal of existing stops. The local County Councillor is kept informed of requests. If any householder wants to move an existing stop, then we would expect them to bear such costs.

TOPIC – Transport Services Group's Performance

1.44 Attached as Appendix A to the report is a summary of performance within the Transport Services Group. The section is divided into the four teams within the group, namely:

- Public Transport and Matrix
- Projects Team
- Client Services
- Fleet and Compliance

This updates the summary provided to this Committee previously.

2. Conclusion

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

3. Appendices

These are listed below and attached at the back of the report.	
Appendix A	Transport Services Group: Performance Report 2020/21

4. Background Papers

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

Document title	Where the document can be viewed.
National Bus Strategy Bus Back Better.	Bus back better - GOV.UK (www.gov.uk)

This report was written by Anita Ruffle, Head of Transport Services, who can be contacted on 01522 553147 or anita.ruffle@lincolnshire.gov.uk.

Transport Services Group

August 2021

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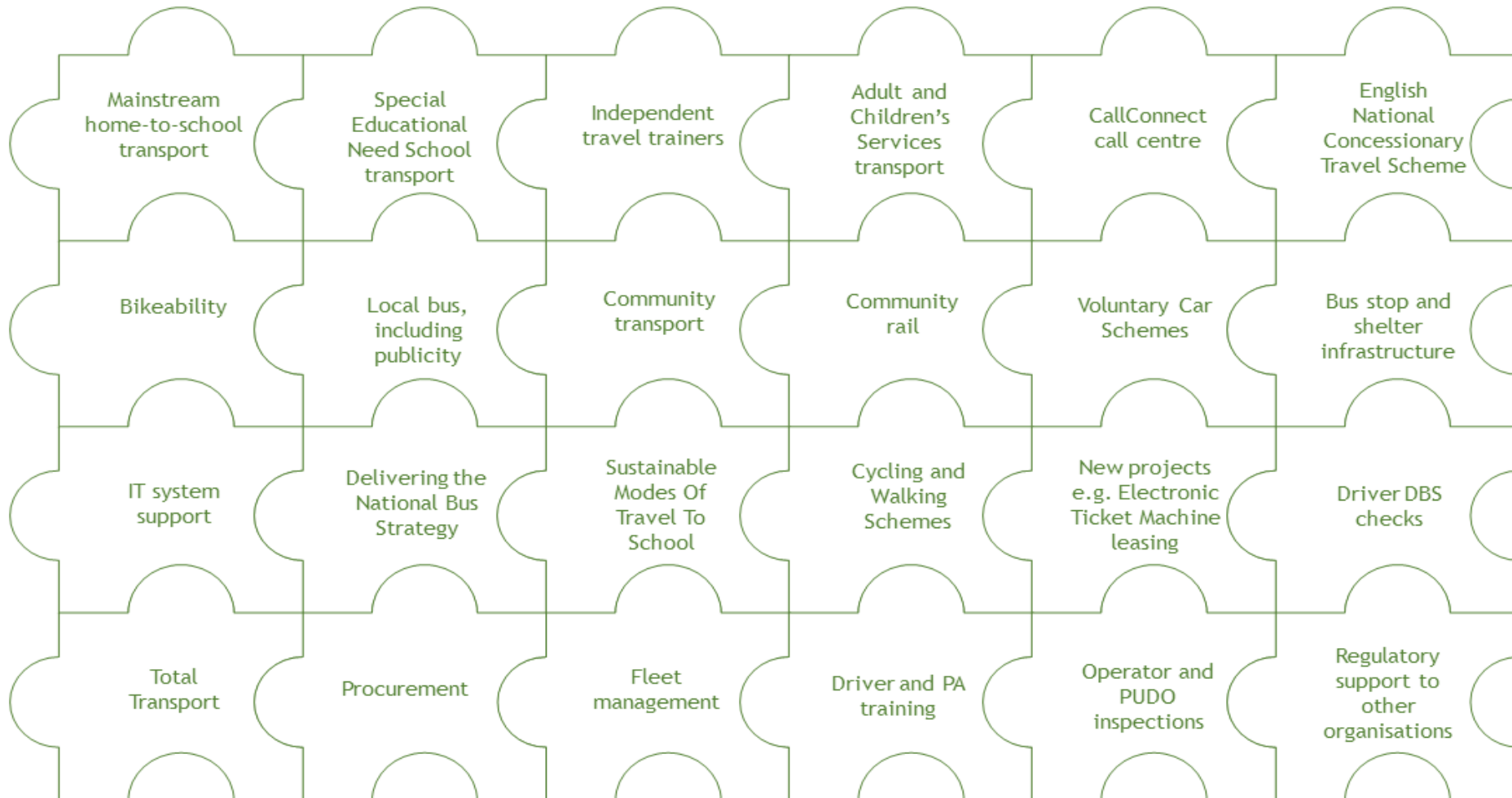
This report gives an overview of performance for the Transport Services Group.

The head of the Transport Services Group is Anita Ruffle, x53147, anita.ruffle@lincolnshire.gov.uk

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Transport Services Group

84 staff, £13.2M budget



Bus passes

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

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

£6.7M is reimbursed to bus operators each year

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

55% of older people in Lincolnshire have a pass

1400 passes processed and issued per month - **20%** are normally from online applications but this has increased to **40%** during the pandemic

100% of passes issued by TSG within 10 days of applying – the average turnaround time is **7** working days

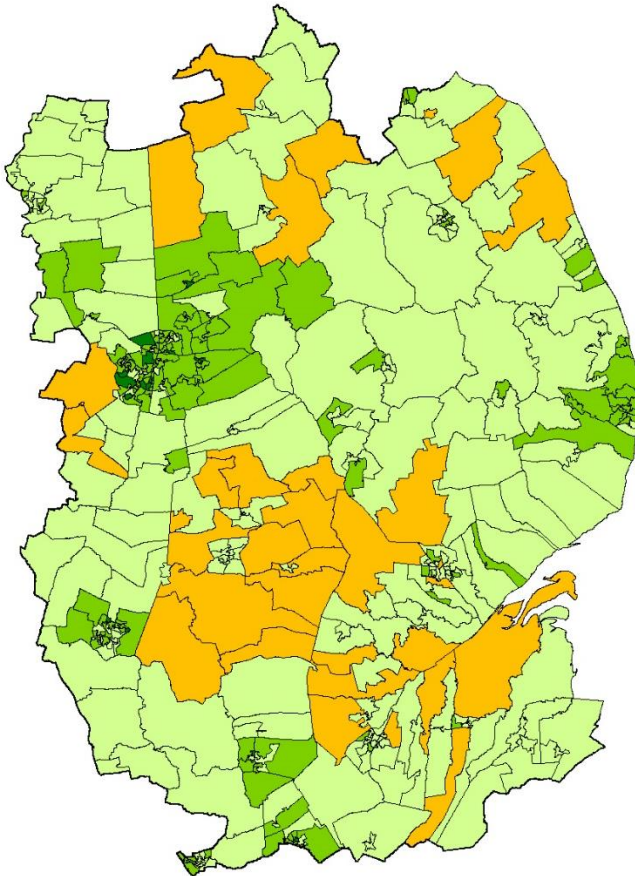
Bus passes

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

By Lower Super Output Area

Key

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

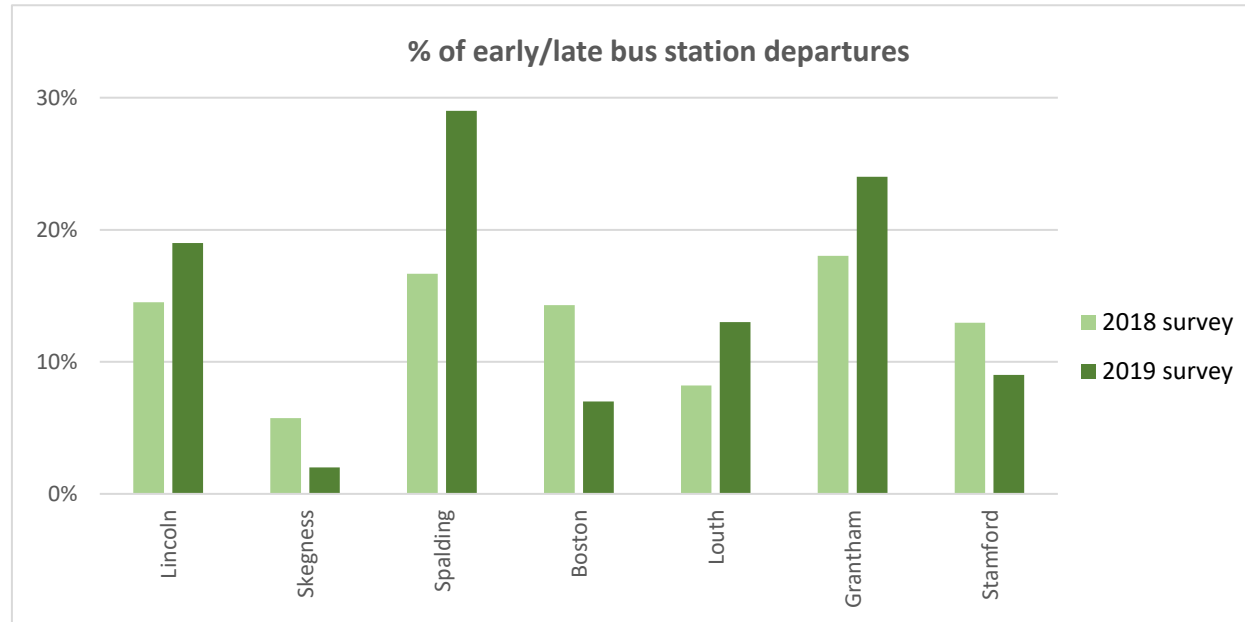


Local bus punctuality

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

Punctuality statistics from PIP surveys in 2018 and 2019

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



Punctuality survey for 2020

Punctuality information was collected during 2020 but because of low traffic volumes due to the pandemic this data is not believed to be representative.

Bus Stop Infrastructure

There are around 6000 designated bus stops in Lincolnshire. Whilst many of these are unmarked, or marked simply with a flag attached to a lamp post, there is a significant amount of infrastructure at bus stops across the county.



2000 bus stop poles – LCC is responsible for all of these, many of which will also have timetable cases that LCC update.



700 bus shelters – LCC is responsible for some of these but most are owned by district councils, parish councils or private companies. Many shelters contain timetable cases that LCC update. LCC also provide grants up to £3000 to parish councils to install bus shelters.

FixMyStreet

Issues with bus stops can all be reported via LCC's FixMyStreet system. The system allows you to select the exact stop so there is no ambiguity on the location. All problems come through TSG, we then arrange for the issue to be fixed or forward the issue on to another organisation if they are responsible for the infrastructure.



Electronic Ticket Machines

TSG have just completed a project to hire electronic ticket machines (ETMs) to bus operators in Lincolnshire who do not have them. The project installed **125** ETMs across **12** bus operators, providing the following benefits:



improved auditability of Lincolnshire's ENCTS scheme



live tracking of buses



contactless forms of payment



traffic light priority



improved data on bus usage



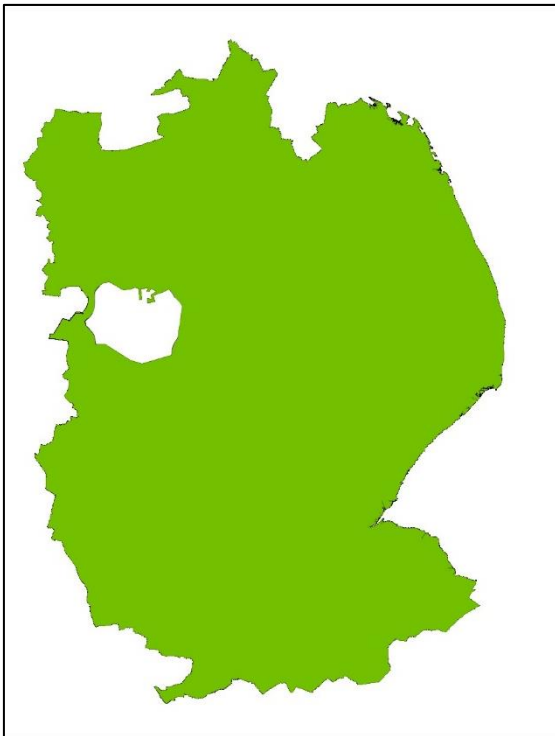
compliance with Bus Open Data requirements

CallConnect

Lincolnshire's CallConnect service is a demand-responsive bus service covering virtually the entire county. The service is designed to fill gaps in the commercial bus network, making sure that all rural residents have access to a bus service. CallConnect will transport residents to their nearest market town, to access services or to connect with the wider public transport network. Fares vary depending on the length of the journey and ENCTS pass holders can travel on CallConnect for free.

The service operates on Monday to Saturdays and bookings can be made by phone or online.

CallConnect area of operation



Key statistics

31

CallConnect buses in operation

12,300

average calls answered per month

25,000

average passengers carried every month - this figure has reduced during the Covid pandemic.

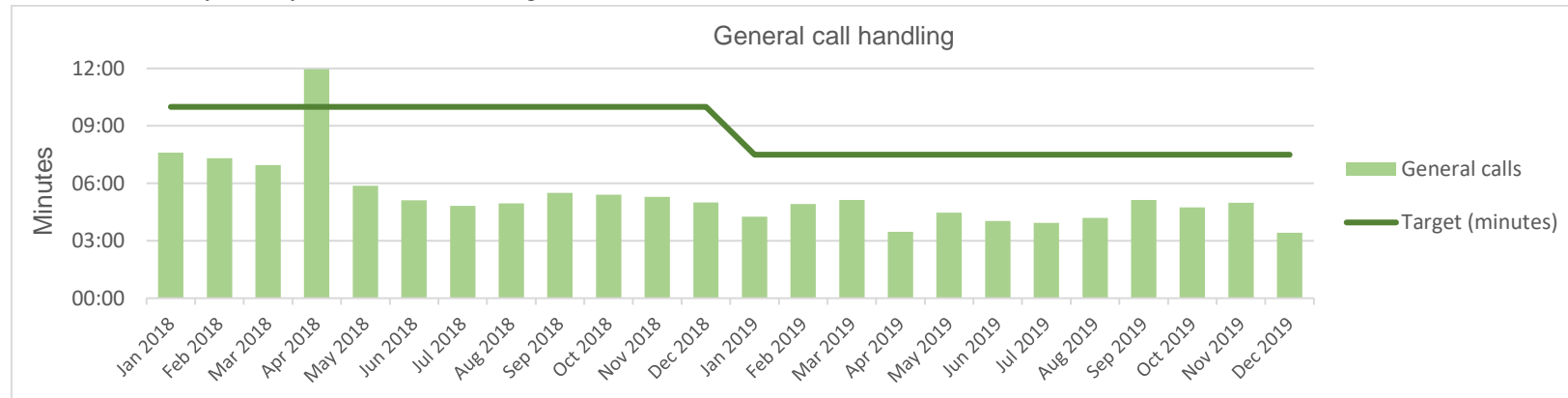
High levels of
customer
satisfaction

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

CallConnect

Call handling (pre-pandemic)

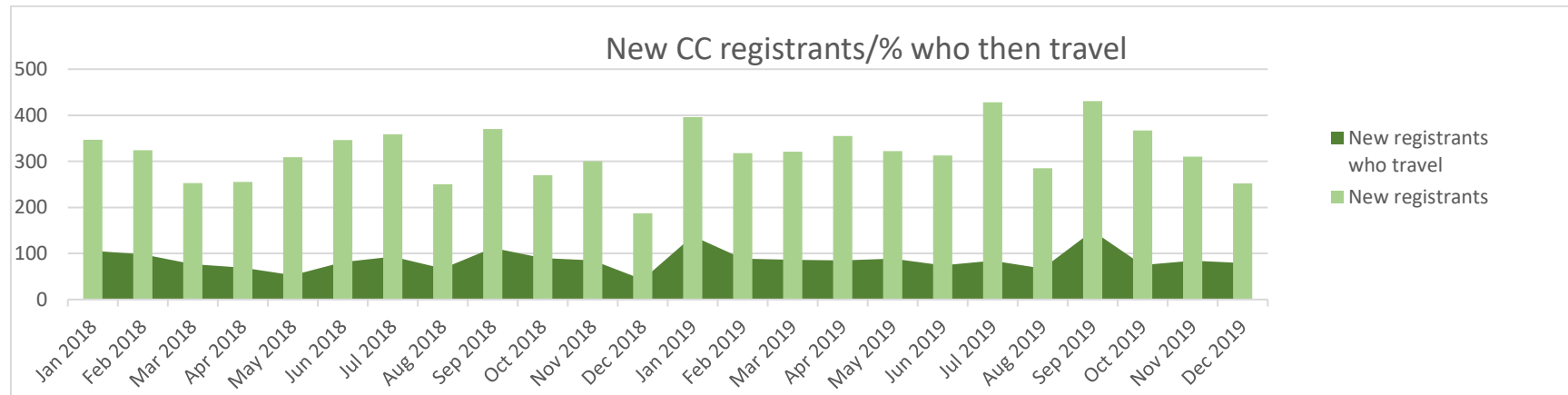
Our internal standard for answering general calls to the CallConnect team is within 7 ½ minutes (we offer a virtual queuing/call-back system at busy times). This standard is usually met by a considerable margin.



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New registrants

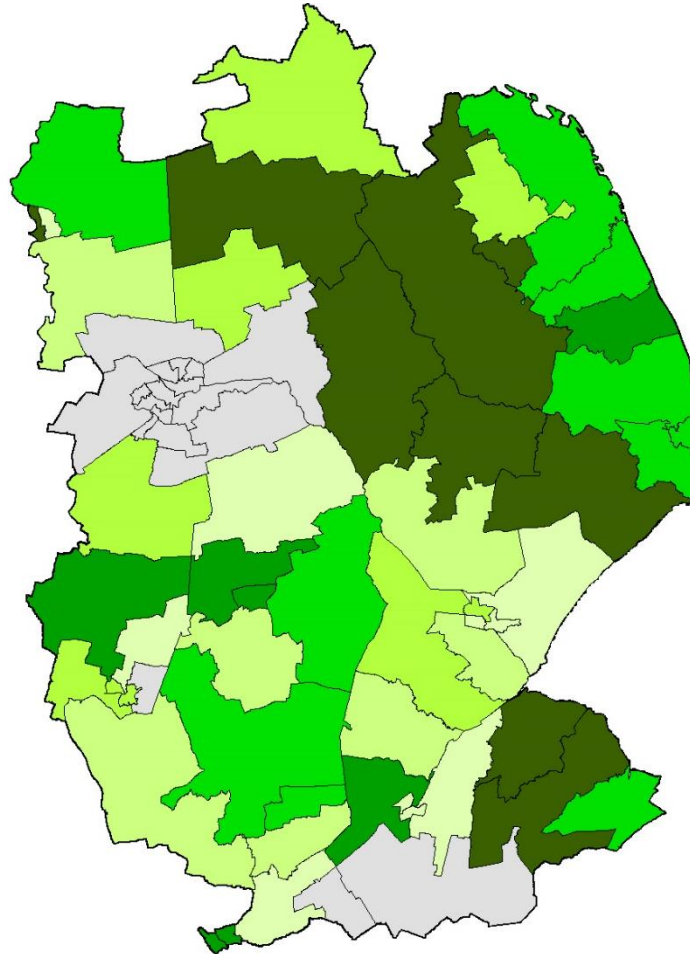
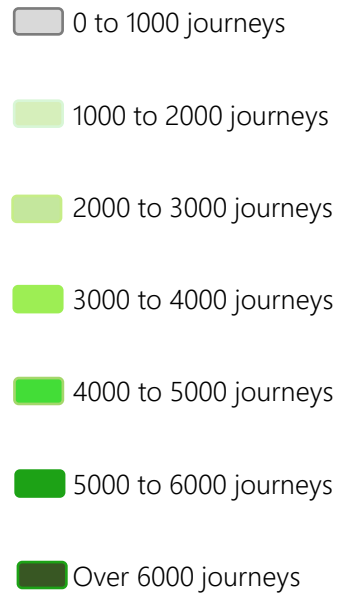
Each month the number of new users registering for CallConnect is recorded. We also look at the percentage of these users who subsequently use the CallConnect service within that month.



CallConnect

There were around 290,000 journeys starting in Lincolnshire in 2019. This map shows the distribution of CallConnect journey *origins* for January-December 2019, split by LCC Electoral Division.

Number of journey origins



CallConnect mobile apps

We are currently trialling the use of a mobile booking app for the Gainsborough CallConnect services. A further trial of alternative software will commence during summer 2021 in the south of Lincolnshire.

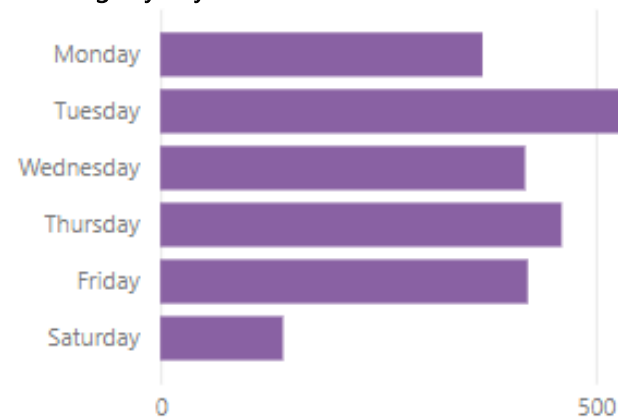
The Gainsborough app allows customers to:

- Book all year round 24/7 up to 30 minutes before departure
- View journey information and check the status of each booking request
- Track the location of each bus up to 30 minutes before departure
- Receive automatic updated on the bus via the app or via SMS text message

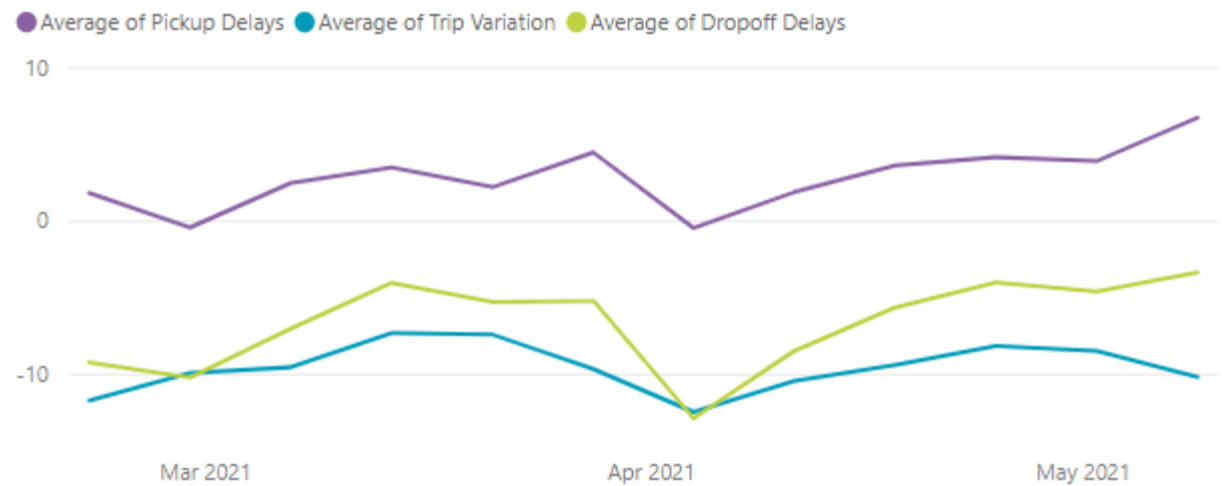
The Gainsborough app currently allows easy collection of data on CallConnect services, providing detailed insights on when and how the service is being used, for example data on usage across the week and punctuality:

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Bookings by day of the week



Punctuality



Poacher Line Community Rail Partnership

LCC are the lead partner on the Poacher Line, a 78 mile Community Rail Partnership. The line runs from Nottingham through Grantham to Skegness, serving various interim stations along the way.

Other members of the Community Rail Partnership include East Midlands Railway, London North Eastern Railway, CrossCountry Trains and the Department For Transport.

The partnership exists to:

- Provide a voice for the community
- Promote sustainable, health and accessible travel
- Bring communities together to support diversity and inclusion
- Support social and economic development

The Poacher Line runs encourages rail travel in a number of different ways including:

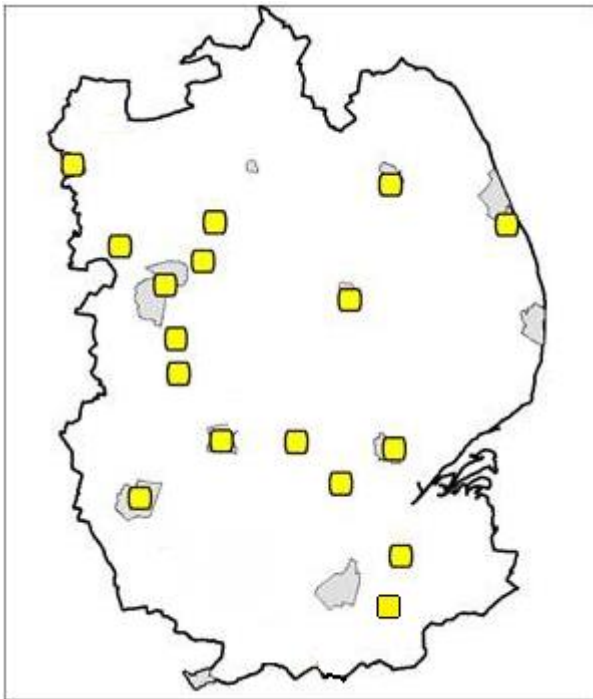
- Running events such as the Music Train or the Bucket And Spade Train
- Supporting communities to adopt their railway station
- Helping out with eco-friendly wildlife projects at stations, community gardens and allotments

Voluntary Car Schemes

There are 16 voluntary car schemes across Lincolnshire. These schemes use volunteer co-ordinators and volunteer drivers to transport passengers to a variety of destinations. Each scheme is different – some schemes are available to patients registered with a certain GP practice and will only transport people to medical appointments; other schemes are available to all residents of a certain parish and will take people on social journeys as well. So the areas covered by each scheme vary considerably.

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

Locations of VCS in Lincolnshire



Support provided by TSG



DBS checks for drivers



Public liability insurance



Administration costs for smaller schemes



Publicity for driver recruitment



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

Sustainable Modes Of Travel To School

LCC has a statutory obligation for the creation and promotion of a Sustainable Modes of Travel to School (SMoTs) strategy. Children's Services commission TSG to support schools with the development of their own Travel Plans. Travel Plans are captured on Modeshift/Stars. As part of developing the Travel Plan, schools undertake a number of initiatives for which they can seek accreditation from Green through to Gold awards. Examples of initiatives include walking to school days or creating a park and stride site for parents to walk from a pre-designated area rather than parking around the school entrance.

As part of this project TSG signposts and works closely with the following:

- Living Streets, a charity with a focus on walking to school and deliver initiatives to encourage walking to school.
- Sustrans, another charity with a focus on cycling to school.
- Road Safety Partnership on how this work can link with the programmes they deliver in schools around road safety.
- LCC Highways working closely with the Minor Works and Traffic team on projects that deliver highway interventions to improve safety around schools.
- TSG: within the Group we manage Bikeability in schools and have additional grant funding to develop a Schools Street project in partnership with Sustrans.

As at February 2021 this is the current position on Modeshift in relation to Lincolnshire schools

- 2 schools have gold accreditation
- 1 school has silver accreditation
- 2 schools have bronze accreditation
- 3 schools had bronze accreditation which has now lapsed (we are working with them to seek re-accreditation)
- 39 schools registered with no accreditation
- 18 of those 39 registered had begun but not completed the travel plan process.
- 21 schools have signed up to the Living Streets 'Walk to' Project with 13 actively participated; some of these schools have also registered with Modeshift.

Project work

TSG also have an involvement in managing larger projects - for example, the Go Skegness project was undertaken in partnership with LCC's Highways team and other key stakeholders. Go Skegness implemented transport infrastructure changes in and around Skegness to reduce traffic congestion, improve public transport and boost sustainable travel around the town. The main bus operator in Skegness has confirmed increases in punctuality and improvements for passengers as a result of this project.

Key project achievements by the end of the project



640 metres of bus lane built, creating 1200 metres of continuous bus priority



9 bus stops upgraded along the A52



18 new lighting columns and 20 new illuminated bollards



5 pedestrian crossings upgraded to toucan crossings

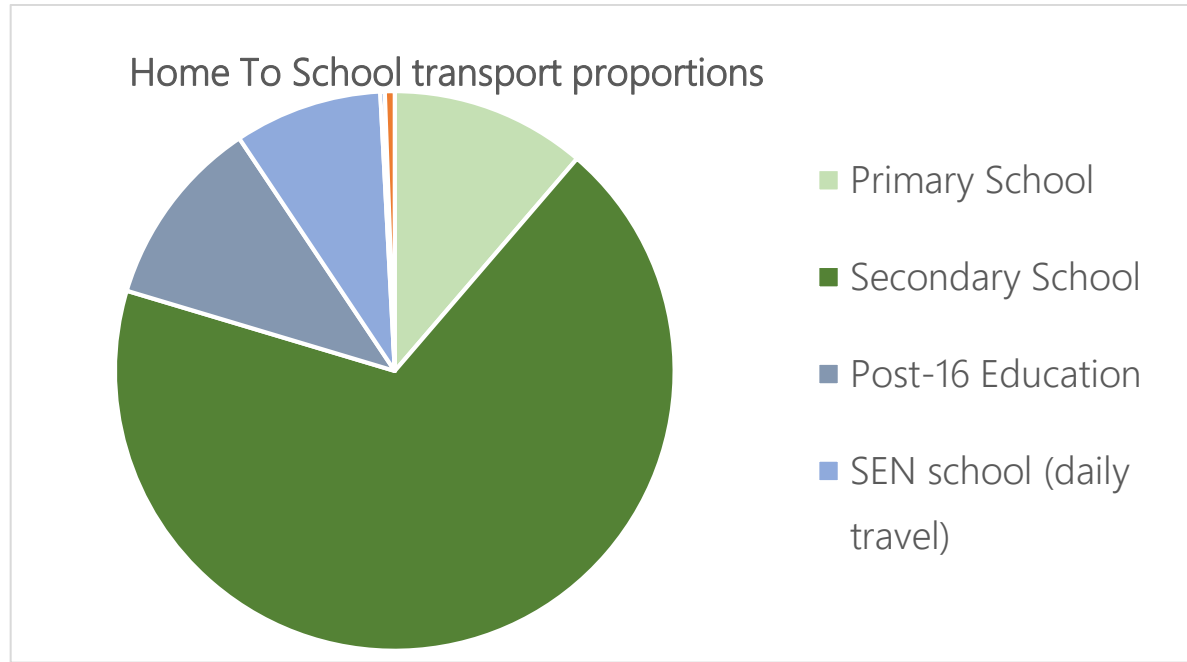


3750 metres of improved cycling infrastructure

Home To School Transport

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

This chart shows the breakdowns of transport destinations:



Home To School Transport

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

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

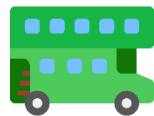
Numbers for terms 5/6 2019/20



18,360 children in Lincolnshire transported to school every day



1439 different transport routes each day



these routes are covered by 235 different transport operators

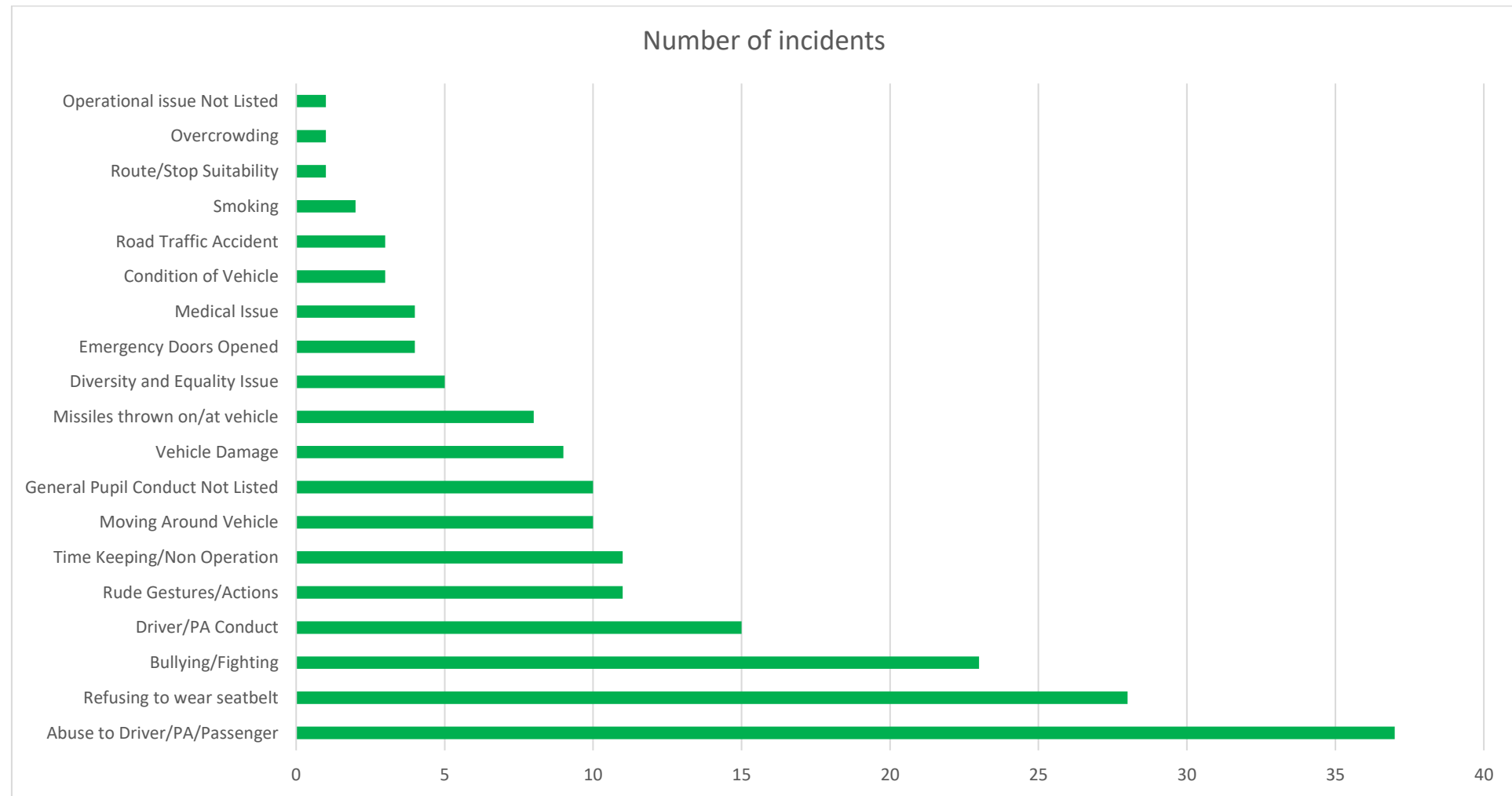
£28.3M

spent every year transporting children entitled to free travel

Home To School Transport

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

Incidents reported on school transport September 2019 - March 2020



Social Care Transport

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

£1.2M spent on Adult social care journeys in 2019-20

£321,000 spent on Children's social care journeys in 2019-20

Independent Travel Training

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

2 Travel Trainers work in TSG. The current workload is:

Pupils on the waiting list	29
Pupils currently in training	6

	2016-17	2017-18	2018-19	2019-20
Pupils who completed their training	28	24	22	21

Page 43 Max Respect

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

During the 2019-20 school year the Max Respect officer visited **102** schools and delivered training to around **9000** pupils.

The Transport Services Fleet & Compliance Team inspectors through the Max Respect scheme also work with drivers, and in 2019-20 ran classroom training sessions for **65** drivers and passenger assistants.

DBS Checks

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

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

In 2019-20 we processed **1526** DBS checks. These are completed within an average of **30** days although delays in the process are often outside TSG's control (e.g. Police timescales for responding).

Page 44 Inspections

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

The scope of inspections varies – they can be full inspections of a route, inspections of vehicles, driver badge checks or inspections of the safety of pick-up/drop-off points. Inspections will take place to provide safe travel advice for pupils with complex needs and behaviours. A rolling program of inspections suggests that each establishment should be inspected every 18 months. **631** inspections were carried out in 2019-20.

Horizon Scanning

The work of the Transport Services Group requires us to constantly anticipate upcoming changes that will affect our work area. Some changes might result from new legislation, some might be due to interdependencies with other strategies within LCC.

Below are a few examples of upcoming work streams – TSG will be directly responsible for some of these, in others we will be supporting colleagues in and around the council.

National Bus Strategy



Lincolnshire Enhanced Partnership priorities



Transformational strategies



Supporting the Green Masterplan



Total Transport



Fleet Services



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

Report to:	Highways and Transport Scrutiny Committee
Date:	13 September 2021
Subject:	Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan.

This decision is due to be considered by the Executive on the 5th October 2021. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.

Actions Required:

That the Highways and Transport Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive are due to consider the Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan on 5 October 2021. The full report to the Executive is attached at Appendix A to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make

any additional comments to the Executive. Comments from the Committee will be reported to the Executive.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive on 13 September 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive on Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Anita Ruffle, Head of Transport Services, who can be contacted on 01522 553147 or anita.ruffle@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	5 October 2021
Subject:	Lincolnshire Enhanced Partnership Scheme & Bus Service Improvement Plan
Decision Reference:	I022772
Key decision?	Yes

Summary:

Bus Back Better - the Government's national bus strategy - was launched in March 2021. This strategy expects every Transport Authority across England to implement either an Enhanced Partnership (EP) with which to improve bus services or a Franchising Scheme - akin to the bus regulatory model adopted in London. For Lincolnshire, an Enhanced Partnership is considered the optimal choice.

In advance of the formal Enhanced Partnership, the County Council must prepare a Bus Service Improvement Plan (BSIP) by 31 October 2021. A BSIP is a high-level document that sets out the Council's ambitions and its plan to improve the bus offer in Lincolnshire, which has been developed in close collaboration with bus Operators, users, the Greater Lincolnshire Local Enterprise Partnership (GLLEP), District Councils and other stakeholders. The BSIP will act as a bidding document, assessed by Department for Transport (DfT) to determine the amount of funding that the Council will receive to deliver the stated schemes and achieve the BSIP outcomes.

Following publishing of the BSIP, the next step is to draft the formal documentation that delivers BSIP outcomes 'on the ground'. For an EP this comprises an EP Plan (high level vision and objectives) and one or more EP Schemes (providing precise details of the measures/schemes to be delivered). The Government requires Enhanced Partnerships to be in place by 1 April 2022. This is a statutory process, as set out in the 2017 Bus Services Act, that commits the County Council and the Operators that sign up to the Partnership to deliver on what is contained within the EP Plan.

Recommendation(s):

That the Executive:

- (1) Approves the preparation and publication of a Bus Service Improvement Plan

(BSIP) for Lincolnshire.

- (2) Approves the themes and schemes proposed in the Report as the basis for the preparation of the Bus Service Improvement Plan for Lincolnshire
- (3) Delegates to the Executive Councillor for Highways Transport and IT authority to determine the final form and approve the submission of the BSIP for Lincolnshire
- (4) Notes the indicative timetable for the making of an Enhanced Partnership Plan and Scheme set out at Appendix A
- (5) In respect of the statutory process under the Transport Act 2000 ("the Act") for making an Enhanced Partnership Plan and Scheme, delegates to the Executive Director – Place in consultation with the Executive Councillor for Highways, Transport and IT authority to:
 - determine the final form of the draft proposed statutory Plan and Scheme;
 - approve the giving of notice of the proposed statutory Plan and Scheme to operators of qualifying local services in accordance with section 138F(1)(c) of the Act;
 - determine whether a sufficient number of operators of qualifying local services have objected to the Plan or Scheme for the purposes of section 138F(5) of the Act and the Enhanced Partnership Plans and Schemes (Objections) Regulations 2018; and
 - approve the giving of notice under section 138F(1)(d) and the content and process for the carrying out of statutory consultation under section 138F(6) of the Act.

Alternatives Considered:

1. An alternative to developing an Enhanced Partnership Scheme is to implement a Franchising Scheme whereby the Authority takes on all financial risk for the delivery of bus services across Lincolnshire. Even if Lincolnshire County Council (LCC) wanted to pursue a Franchising Scheme, it would take a number of years to prepare, so DfT would still expect any Authority to implement an Enhanced Partnership Scheme in the short term.

A Franchising Scheme requires Transport Authorities to have control over planning policy as well as have in place an elected Mayor, neither of which Lincolnshire has at the current time.

- | | |
|----|---|
| 2. | The second alternative is to do nothing and continue providing bus services in the current way. This will mean LCC would not be eligible for a share of £3bn of Central Government funding, and any future discretionary funds focussed on public transport investment would not be available to LCC. In addition, local bus operators in Lincolnshire, as well as LCC with regards to its supported bus services, would not be eligible for continued Covid Recovery Funding which could lead to a significant reduction in bus services provided by the private sector, and lead to greater demand on LCC to financially support more bus services as operators find services to be loss making due to reduced patronage/fares income compared to pre-COVID levels. |
|----|---|

Reasons for Recommendation:

Of the three options, doing nothing will lead to a much-reduced commercial bus network and greater demands on County Council funding to support bus services certainly in the short and medium term. Franchising is not feasible, and even if it was, DfT would expect LCC to implement an Enhanced Partnership arrangement in the short term due to the time it would take to implement a Franchising Scheme (at least several years). A formal Enhanced Partnership will enable the County Council to build on the work it has carried out over the past 20 years (through an informal partnership with operators) to greatly enhance the existing bus offer across the County.

1. Background

In order to deliver the Government's 'Bus Back Better' National Bus Strategy (NBS), it is necessary to implement an Enhanced Partnership Scheme from April 2022 onwards.

The National Bus Strategy (NBS), released in March 2021, makes it very clear that future funding from central Government will be intrinsically linked to the implementation and outcomes detailed within the National Strategy. It is also intimated that the current Bus Service Operators Grant (BSOG), which is subject to review next year, will also become linked to adoption of the Strategy.

There are three distinct phases expected by the DfT all with specific timelines.

Phase 1 required Local Transport Authorities (LTA) to commit to establishing an Enhanced Partnership (EP) with notice of intent being published by the end of June 2021. Authority to publish LCC's Statutory Notice was provided by the Executive Director for Place.

Phase 2 requires LTAs to prepare and publish a Bus Service Improvement Plan (BSIP) by the end of October 2021. This is a necessary part of the process in order to obtain a share of the £3bn funding pot set aside by Central Government for delivery of the Strategy. This project now seeks Executive support and authority to publish a Lincolnshire BSIP.

Phase 3 requires the 'making' of an Enhanced Partnership and all of the statutory processes and associated documentation in preparation of this.

The NBS project is being managed by a team made up of senior representatives from Communities, Transport Services, Highways, Commercial and Transformation Teams, and is chaired by the Executive Director of Place. The project team is also supported by an external transport consultancy resource.

Members from the project team have been engaging on the development of a BSIP since May 2021 following receipt of guidance from the DfT. Officers have been engaging with local bus Operators, District Councils, MPs and the GLLEP to gain their views on what the Lincolnshire BSIP should focus on. It is proposed that nominated representatives from these organisations will form part of an external Enhanced Partnership Board. The team is also engaging the public and businesses through surveys and social media to understand their views on enhancing local bus services and factors that influence their use of public transport.

Once the BSIP is published the formal Enhanced Partnership will begin to be established in more detail, with a draft being made of the Enhanced Partnership Plan (a clear vision of the improvements to bus services that the EP is aiming to deliver, mirroring the BSIP) and an accompanying Enhanced Partnership Scheme(s) document (that sets out in detail the schemes and measures being delivered to achieve the BSIP outcomes). The formal responsibility to 'make' the Enhanced Partnership Plan and Scheme sits with the Local Transport Authority as laid out in the Transport Act 2000 (inserted by the 2017 Act) and there are statutory requirements for the content of the documents which are set out in s.138A of the 2000 Act.

There are also statutory requirements the authority must meet before formally 'making' a Plan and Scheme. This includes issuing notice that a plan has been prepared, formal public consultation, notice of intention to 'make' the Plan and Scheme and the decision to 'make' the Plan and Scheme which must be in place by 1 April 2022.

The statutory requirements are currently under review by a legal expert, but they have provided an indicative timeline (see Appendix A) which outlines the mandatory steps and decision-making requirements of an EP.

This timetable is extremely tight and cannot be achieved if Executive or Executive Councillor decision-making is to be accommodated at all stages. This Report therefore seeks authority to delegate decision making of the initial procedural steps (Notices and Consultation) to the Executive Director - Place in consultation with the Executive Councillor for Highways, Transport and IT. This will ensure that the Council's internal decision-making processes are as responsive as possible up to and including the carrying out of public consultation.

However Executive or Executive Councillor approval will be sought to 'make' the EP Plan and Scheme in March 2022.

There are significant challenges faced with preparing a BSIP and implementing an Enhanced Partnership Scheme in Lincolnshire:

- Timescales are heavily constrained due to Government deadlines, leaving little scope for settling any potentially difficult issues with stakeholders.
- It is necessary to consult and engage across many stakeholders in a very short space of time. Bus operators, District Councils, GLLEP, neighbouring local authorities, rail operators, the public and local businesses must all contribute to the preparation of the BSIP and implementation of the EPS. Effective engagement and involvement within the space of a few months is particularly challenging.
- Decision-making timescales are challenging for the County Council as well as District Councils to agree to the content of the BSIP by 31st October 2021. Regular briefings take place with the portfolio holder, but wider member engagement is important to ensure buy in across the Council. Through these briefings, the Council's ambitions need to be identified to help steer the preparation of the BSIP and EPS.
- Once the BSIP has been submitted to DfT, it is necessary for the County Council to start preparing for the implementation of the EPS. The content of the BSIP will form the Enhanced Partnership Plan, which will commit the Council, operators and other stakeholders to delivering its contents over an agreed period of time. This will be prepared at a time when the Council does not know how much funding may be received from DfT with which to deliver the BSIP and Enhanced Partnership Plan.
- There is currently no confirmation of how BSIPs will be assessed and how funding will be allocated across local authorities. Guidance suggests authorities should be 'ambitious' but fails to set out how this ambition will be scored and funding assigned to different 'ambitious' schemes. This is particularly challenging for the County Council as it may be required to commit to delivering schemes without knowing the available funding.
- DfT's guidance of promoting 'ambitious' schemes highlights the Government's aspirations and high expectations for the delivery of its National Bus Strategy. This places pressure on the County Council to produce an aspirational BSIP, whilst taking into the account the challenges we face.

The risks discussed above are not unique to Lincolnshire - all other LTAs are facing similar challenges.

In addition to the risks and challenges, the preparation of the BSIP and implementation of an EPS by April 2022 provides different strategic opportunities for the County Council. Despite the rurality of the county, Lincolnshire is starting from a strong starting position as it has a clear strategic network of InterConnect (inter-urban), Into Town (urban) and Call Connect (demand responsive) services ensuring every resident in Lincolnshire has access to a bus service and the essential goods and services that they need to access.

From a funding perspective alone, a successful BSIP would allow the Council to further invest in the strategic bus network and strengthen its offer to residents to improve opportunities to travel and make bus services more attractive to more people for more

journeys. This supports the development of a ‘thriving environment’ making the county a more attractive place to live, work, relax and visit.

From a ‘levelling up’ perspective, an ambitious BSIP helps those without access to a car or other private modes to be able to independently access employment and education opportunities to gain the skills required locally. In addition, an improved bus network supports access to Council services, as well as other essential services that they may need to access.

Bus services also offer a significant opportunity to support the reduction of carbon emissions from our transport network, while supporting the improvement of air quality in our towns. Encouraging journeys historically made by car to be made by bus instead, particularly within our towns, can reduce the negative external impact of vehicle emissions on air quality in particular. Alongside a reduction in emissions from buses – which will be a key component of the BSIP, see below – this should help the Council meet its broader strategic aspirations of enhancing health and life-chances by delivering an improved environment.

BSIP CONTENT

According to DfT guidance the BSIP should be structured as follows:

- Overview of the scheme area
- The current bus offer
- Targets for improving bus services - patronage, journey time, service reliability, user satisfaction levels have been proposed by the DfT (as a minimum)
- Proposed schemes and measures to improve bus services (and achieve the targets above)
- Reporting timetable

A key part of the BSIP, and what the DfT will likely base its funding decisions on, is the schemes and measures proposed and their expected impacts. There is presently a lack of guidance from DfT on the BSIP appraisal methodology and there is no guarantee that any such guidance will be given before the due submission date of 31 October 2021.

The precise schemes to be included within the BSIP are yet to be finalised, but the key themes and schemes that have been identified to date across all stakeholder engagements are presented below. Work is ongoing to ensure the compatibility of these suggestions and proposals with other LCC ambitions and commitments. It is envisaged that these will broadly form the deliverables under the BSIP and therefore political views are important in establishing both principles and detailed scheme ideas for inclusion in the BSIP.

THEME/SCHEME PROPOSALS: -

Resources

There is a known shortage in Passenger Carrying Vehicle (PCV) drivers and other transport crew resource across the County and that position is worsening. The intention is to collaborate with Boston College to develop a Training Academy offering courses for bus drivers, passenger assistants and other transport professionals to enable operators to reduce their costs in training drivers and providing the market with a locally skilled and qualified workforce.

There needs to be an easily identifiable, comprehensive source of information on what transport services are available in Lincolnshire. It is proposed to develop an operator managed website (or other appropriate solution) and a mobile app to provide all-operator information and a user-friendly journey planner, offering fares and ticketing information and the ability to purchase tickets through the app. This will pull together all travel information in one place, giving clear information to the customer and provide support to those smaller operators without an online presence and those who find it difficult to maintain their own current online offer.

Service Enhancements

Lincolnshire currently has a fundamentally sound and structured bus offer: InterConnect inter-urban routes, Town and 'IntoTown' services and CallConnect demand responsive services that provide a minimum level of access to bus services for every Lincolnshire traveller. The focus of the BSIP will be to enhance existing services as follows:

InterConnect – augment the 7am-7pm service to a half hourly frequency Monday – Saturday (currently hourly). Earlier and later than these times, services to operate broadly hourly or be targeted to meet local demand i.e., connecting specific rail services, serving health and employment sites (meeting shift patterns), or support for the evening economy where there is identified demand. Sunday services should operate on an hourly basis during core daytime hours.

Town services – to operate half hourly (or better) between 7am and 7pm Monday-Saturday with hourly frequencies in the evenings and on Sundays. Town networks to be reviewed to ensure they serve new and future developments.

CallConnect – maintain the existing services but augment the County's demand responsive transport (DRT) offer through the development of app-based booking and a more responsive service level that offers dynamic bookings i.e., within half an hour of booking. These uber-bus type services will be targeted more towards younger user groups, reducing the dependency on the youth to have to run a car. It is also anticipated that this type of service will be attractive to workers. Higher fares could be charged for this degree of responsiveness and outside of core hours.

Where two or more operators compete on the same corridor, we would consider implementing a quality corridor e.g., between Boston and Skegness, to coordinate the offer to bus users in preference to the existing on-street competition which creates an erratic and confusing timetable.

Bus Stop Infrastructure

We will seek to develop our own tiered standards and specification for bus stops across Lincolnshire and roll out significant and consistent improvements to all our bus stops.

These tiers could be as follows:

- Consistent bus stop flags, up to date timetable information (as a minimum) and availability of accessible kerbing at an appropriate number of locations within every community.
- Consistent bus shelters (for any new provision) providing a dry waiting area with seating, up to date timetable information (including real time information where appropriate) and raised kerbs
- Consistent community travel interchanges in market towns with high quality shelters and seating areas, plus clear timetable information (including real time)
- Introduction of minimum standards with bus stations in locations where they are both used and needed by users and operators. These will include high quality shelters and seating areas, in addition to CCTV and real time information.

Local circumstances will be taken into account in the delivery of all of these bus stop and interchange improvements such as conservation areas, available space etc.

Where appropriate, modal hubs and facilities in village centres will be introduced to enable access to bus stops by cycle where residential developments have grown away from the main bus corridor.

Bus Priority

Traffic light priority to be introduced at all Scoot controlled junctions across the County. This will allow automated review of the 'lateness' of a bus and permit late running buses to trigger the junction priority cycle.

Bus lanes in urban areas, possibly including (but not limited to) the following:

- Lindum Hill-Broadgate area, Lincoln (downhill flow)
- High Street (Lincoln) (convert the little used inside lane)
- Canwick Road, Lincoln (potential use of the current tidal flow system)
- Roman Bank (Skegness)

Fares & Ticketing

One of the negative outputs from a deregulated bus market is that bus operators all have their own policies on the age of eligibility for child and young person bus tickets. The BSIP will seek to align operator policies to ensure that there is a consistent age of eligibility across all operators and a broadly consistent discount for those young people.

The Government would like to see a tap and cap model (akin to the system deployed in London where there is a ceiling on daily travel costs, irrespective of the number of journeys you make). There are significant technical barriers to overcome for this to be achieved not least the fact that, unlike London, within Lincolnshire there are multiple Electronic Ticket Machine (ETM) makes and models deployed. The Government would also like to ultimately see multi-modal integration [e.g., one ticket across bus, rail, Light Rapid Transit (LRT), Tram journeys].

The majority of Lincolnshire bus operators are also relatively new to ETMs and associated back-office systems, we are therefore proposing to set out a roadmap towards a Lincolnshire 'tap and cap' model in the medium term, which will see cap values introduced once multi-operator capping becomes technically feasible. This roadmap will include introducing day tickets applicable within specific market towns which will be multi-operator where required and development of a Lincolnshire Day Rover ticket to enable all-county travel in the short term.

Through the Enhanced Partnership, we will also develop a plan for the roll out of contactless and Account Based Ticketing across all local bus operators.

Traffic and Parking Management

The BSIP will explore the option for modal interchange hubs around our larger urban areas. Lincoln, Skegness (summer months), Boston and Grantham lend themselves well to the potential for interchange hubs to minimise the negative external impacts of the car in our larger towns and encourage a greater use of bus services. There is already a successful 'pocket' hub operating at Waitrose in Lincoln and we could seek to formalise more of these types of arrangement going forward.

Provision of bus layover locations in Sleaford, Lincoln, Mablethorpe and other areas where buses require space to park up to enable driver breaks, wait for school closing times etc.

The request has been received for loading/unloading times to be restricted in areas such as Skegness during the summer months to support the continued flow of vehicles around the town.

Advanced parking notifications in and around Skegness in summer months has also been called for. Variable Message Signage (VMS) parking signs will be considered in order to direct cars to available parking spaces to address the issue of cars cycling round the town looking for available spaces.

The BSIP will also propose various schemes across the county to reduce the impact of indiscriminate on-street car parking to enable buses (and indeed all other traffic) to flow through our market towns more efficiently. This includes introducing some parking restrictions and the possible introduction of 'no-stopping' infrastructure (e.g., red routes).

Bus decarbonisation

LTAs are mandated to develop a decarbonisation roadmap as part of their BSIP. The roadmap proposed will include, but will not be limited to:

- Obtaining funding for retro-fit emission capture technologies (ideally using local suppliers such as EminoX in Gainsborough). We will identify the optimal solutions for the entire Lincolnshire bus fleet to reduce the environmental impact in the short term.
- We will look to develop one or two electric bus projects to demonstrate the potential for electric bus use in the County. This is a project being developed by LCC in discussion with the Districts. Boston and Grantham are considered appropriate for trial schemes to include within the BSIP.
- Development of a bus renewal programme, working alongside our operators, to gradually reduce the carbon emissions from our bus network over the next decade or more.
- We should also look to gradually increase the requirements on contracted bus operators to use vehicles compliant with higher Emission Standards than at present. Currently the standard insisted on is only Euro 3 (or 10 years maximum age for smaller vehicles). There is likely to be an increase in contract prices as a consequence of this requirement, as operators will need to expend money on newer/cleaner emission vehicles, this should also be factored into the BSIP costs.

The decarbonisation agenda aligns well with the Council's Green Master Plan. Additionally, as part of the local transport work an Alternative Fuels Strategy has been produced. This should help to inform the options for greening the bus network.

Passenger Charter

The BSIP process also mandates the need for a passenger charter to document what users can expect whenever they use a bus service. This could include, but is not limited to:

- Wi-Fi and/or USB chargers on every bus (targeting InterConnect services initially)
- Levels of on-board sanitisation
- Cleanliness of vehicles
- Age of vehicles and carbon emissions
- Driver behaviour and attire

In the spirit of the partnership the Operators have been tasked with producing this charter, which will set out what commitments they are willing to make in enhancing the bus offer in Lincolnshire.

Overall, the BSIP will provide a comprehensive and co-ordinated plan to make significant improvements to the Lincolnshire bus offer, supporting increased access and mobility for all wishing to travel in and around the County. It will also be an important step towards reducing the need for a car to access the goods, services and opportunities that the County offers its residents and visitors.

The next steps in relation to the BSIP is the request of operators to supply detailed passenger data (supported by a Non-Disclosure Agreement) and for the Project Team to develop and evaluate each of the themes and individual schemes within them. Schemes will be tested against a range of criteria such as technical feasibility, political support, anticipated cost, deliverability, risks, interdependencies etc. This will serve to eliminate any schemes that are not considered to be feasible, to determine scheme prioritisation and to identify anticipated delivery timescales, project timelines and headline costs. It is anticipated that some of the schemes (e.g., Vehicle Decarbonisation) could take in excess of 10 years to fully deliver.

All entries within the BSIP submission will carry a caveat along on the lines of 'Subject to receiving the necessary funding from the NBS grant allocations the Council intends to.....'. The only exception may be where a scheme is already in train with LCC and we elect to include that within the BSIP, showing any LCC funding allocation as a 'contribution'. There is no clear steer that LTAs are required to provide any element of match funding, but this may be viewed favourably by the DfT and help to demonstrate the authority's commitment to schemes within the BSIP.

Any shortfall in requested grant allocation will result in paring back of BSIP schemes in scale and/or scope prior to the EP Plan and EP Schemes being formally taken forward.

The BSIP proposal should be, and is, in line with the emerging local transport plan. In particular, the ambitions to increase the number of passengers using public transport and 'greening' transport through alternative fuels.

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.

An initial Equality Impact Assessment (EIA) for the project has been completed. No negative impacts on people with a protected characteristic have been identified. Enhanced bus services can be expected to impact positively on older people, people with a disability and women caring for young children as it will improve mobility and accessibility and address issues of social isolation and access to opportunities. Individual EIA's will be undertaken once the proposed schemes are identified.

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 & Wellbeing Strategy (JHWS) in coming to a decision.

Transport is already a theme within the JSNA. It is expected that the schemes proposed within the BSIP will have a positive impact on both the JSNA and the JHWS.

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.

It is not anticipated that the measures delivered under the BSIP will have any impact on crime and disorder within the Lincolnshire.

3. Conclusion

The County Council has little option but to implement an Enhanced Partnership Scheme from April 2022 onwards, and the preparation of a Bus Service Improvement Plan is an essential part of obtaining funding from Central Government to support the delivery of the EPS. This report has set out the current thinking around what the BSIP will include. Detail will be added over coming weeks as we engage further with operators, the public and our district partners to define precisely the measures and schemes that will be included.

It is recommended that the Executive approve the continued preparation of this BSIP and provide some guidance towards the precise schemes and measures that will be included within it.

4. Legal Comments:

The Council has the power to make an Enhanced Partnership Plan and Scheme under the Transport Act 2000 and the Report seeks approval for the making of a Bus Service Improvement Plan as the first stage in the making of such a Plan and Scheme.

The statutory process is described in the Report along with proposals for delegated decision-making to achieve the timetable laid down by the government.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The Government's national bus strategy, Bus Back Better, repeated a pledge, first announced in February 2020, of £3bn to "level up buses across England towards London standards". Although the criteria for the allocation of this funding is currently unclear, what is clear is that development of a BSIP is an intrinsic part of the process to access funding.

This presents a risk that the Council may need to commit to deliver schemes without the security of allocated funding and it may therefore be necessary to qualify delivery of the BSIP as being subject to the availability of funding.

The report presents the key themes of the proposed interventions but details and costings of the schemes to be included within the Lincolnshire BSIP are yet to be finalised.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 14 September 2021 and the comments of the committee will be provided to the Executive

d) Risks and Impact Analysis

The risks of not preparing a BSIP and implementing an EPS are greater for LCC than in preparing one.

7. Appendices

These are listed below and attached at the back of the report

Appendix A	Timeline Creation of Lincolnshire County Council Enhanced Bus Partnership
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8. Background Papers

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

Document title	Where the document can be viewed
Bus Back Better: National Strategy for England	https://www.gov.uk/government/publications/bus-back-better

This report was written by Anita Ruffle, who can be contacted on 01522 553147 or anita.ruffle@lincolnshire.gov.uk.

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TIMELINE – CREATION OF LINCOLNSHIRE COUNTY COUNCIL ENHANCED BUS PARTNERSHIP						
ACTION	SJ TIMELINE (06.08.21)	PROGRESS	STATUTORY AUTHORITY/GUIDANCE	DECISION MAKER	DATE	
Notice of Intention to create Enhanced Partnership Plan and Scheme		Completed	Section 138F(1)(a) of the Transport Act 2002 (inserted by the Bus Services Act 2017)	Delegated authority	29 th June 2021	
Finalise and adopt BSIP and publish on website		In progress	National Bus Strategy	Adopted by Cabinet	5 th October 2021 No later than 31 st October 2021	
Draft Plan and Scheme/Give Notice	No 1 – Notice that an EP Plan and Scheme has been prepared	In progress	Section 138G of the Transport Act 2002 (inserted by the Bus Services Act 2017)/ Section 138F(1)(c) of the Transport Act 2002 (inserted by the Bus Services Act 2017)	Delegated by Cabinet on 5 th October 2021	Set a target date for this that allow for the BSIP outcome to influence finalisation and take account of DfT views on the overall timetable	
Invite objections from bus operators	No 1 - above	To commence	Enhanced Partnership Plans and Schemes (Objections) Regulations 2017	As above	October /November 2021 for at least 28 days 29 th October 2021 – 25 th November 2021 (28 day minimum objection period)	
Statutory consultation	No 2 - Formal Consultation	To commence	Section 138F(6) of the Transport Act 2002		November/December 2021 (no minimum time period specified)/	

						26 th November 2021 – 09 th December 2021 (assume 14 days is sufficient)
Consultation analysis	No 2 - above	To commence				10 th December 2021 to 19 th December 2021 ²
Consider whether amendments to the Plan and or Scheme are appropriate and in any event report on the outcome of consultation.			Internal LCC governance considerations to be taken into account.			
Second 28 day Objection period if required	No 3 - Notice of intention to make a plan and scheme		Enhanced Partnership Plans and Schemes (Objections) Regulations 2017			To be ascertained reflecting timetable to this point.
Finalise Plan and Scheme	No 3 ³ - above	To commence	Section 138G of the Transport Act 2002 (inserted by the Bus Services Act 2017)	Informal Executive & Corporate Leadership Team		To be ascertained reflecting timetable to this point.
Make Plan and Scheme	No 4 - Make the EP Plan and EP Scheme	To commence	Section 138G of the Transport Act 2002 (inserted by the Bus Services Act 2017)	Highways and Transport Scrutiny Committee Cabinet		To be ascertained reflecting timetable to this point.
Give notice that an EP Plan and Scheme have been	No 5 - Give notice that an EP Plan	To commence	Section 138G of the Transport Act 2002 (inserted by the Bus	Delegated by Cabinet on 1 st March 2022		Expected currently by DfT to be by March 31

² This could trigger a second objection period of 28 days see paragraph 3.9 above.

³ This should not trigger another objection period in our view as will have been dealt with in step immediately preceding this.

made	and Scheme have been made		Services Act 2017)	2022.
Enhanced Bus Partnership Made.				
Before 1 st April 2022				

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

Report to:	Highways and Transport Scrutiny Committee
Date:	13th September 2021
Subject:	Performance Report, Quarter 1 – (1 April 2021 – 30 June 2021)

Summary:

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

1. Background

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

This performance report contains:

- Major Highway Schemes Update August 2021
- Lincolnshire Highways Performance Report Year 2, Quarter 1
- Highways and Transport Complaints Report, Quarter 1

We are now beginning to see significant issues with the supply and delivery of materials such as concrete and steel with some significant cost increases. All partners are also experiencing problems in retaining and recruiting staff. Both issues are due in some part to the impact of Covid 19 and the increase in national infrastructure activity such as High Speed 2.

Major Highway Schemes Update

The Authority has four major highway schemes:

- Lincoln Eastern Bypass now completed

- Grantham Southern Relief Road
- Spalding Western Relief Road
- North Hykeham Relief Road

There are several 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 these schemes are included in the Major Highway Schemes Update August 2021 found as Appendix A to this report.

Lincolnshire Highways Performance

Performance

Quarterly performance was reported through the contract 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 2, Quarter 1 can be found in Appendix B. This covers the period of April to June 2021.

The contract partners managed to achieve their targets for Quarter 1. The results per contract area are:

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 73.0%
- Professional Services Contract Performance Indicators (WSP) – 79%
- Traffic Signals Term Contract Performance Indicators (Colas) – 86%
- Client Performance Indicators [Lincolnshire County Council (LCC)] – 58%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 77%

Workshops have been arranged to focus improvement in Year 2.

Highway Works Term Contract

The Highways Work Term Contract delivers a large amount of the key highway service, with maintenance of carriageways a priority. In Q1 of 2021/22 we repaired 16610 defects (up from 15419 in Q4 of 2020/21) including 12515 carriageway potholes. We have fixed 156 gully grates, 436 footway potholes, 403 footway slabs, replaced 13 gully pots completely, as well as carrying out 155 kerbing jobs, 32 minor tree jobs and we have repaired or replaced 149 signs and refreshed the lines at 176 sites.

Job Type	Number
6300 Carriageway Edge Works	2359
6300 Carriageway Potholes	12515
6300 Cleaning (Signs)	1
6300 Covers Gratings Boxes	156
6300 Footway / Cycle (Flexible Surf)	3
6300 Footway Potholes	436
6300 Footway Slabs Stone	403
6300 Grips (Dig)	40
6300 Grit Bin Refil	40
6300 Grit Bin Remove Install	30
6300 Gully Pot	13

Job Type	Number
6300 Hedges Trees Vis Splays	32
6300 Kerbs Edgings Channels	155
6300 Make Safe Furniture & Posts	17
6300 Overgrown Verge Repairs	77
6300 Pedestrian Guardrails	8
6300 Road Markings - Studs	176
6300 Signs Posts & Fixings	149
Grand Total	16610

In addition, we have completed 141 miles of surface dressing, 39 miles of carriageway patching and surfacing, 55 miles of footway resurfacing, cut 16,000 miles of grass and cleansed 60,000 gullies in the first quarter.

Work Types	Miles	Schemes
Cycleway Improvements	2	4
Drainage Improvements		20
Footway Reconstruction	1	2
Footway Micro Asphalt	52	168
Main Line Replacement		7
Carriageway Patching	16	17
Carriageway Recycling	11	17
Carriageway Resurfacing	12	31
Street Lighting Replacement		7
Structures Improvements		8
Surface Dressing Works	141	456
Traffic Signals Improvements		5
Highway Improvements		4

Minor Works Gangs

The Community Maintenance Gangs delivered various types of work throughout 2020/21, totalling £3.9 million to make improvements throughout communities and the roads that link them. This work consisted 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.

We are continuing the most beneficial aspects of this work such as civils, minor patching, and drainage into 2021/22 (under the "Minor Works" branding internally).

399 individual jobs of this type were completed across the County in Q1 of 2021/22 and we look to replicate this volume going forwards. This included 60 tree jobs, 103 carriageway sites, 39 drainage jobs and 50 jetpatching sites.

Job Type	Number
MWRK Arboriculture Works	60
MWRK Carriageway (Minor Works)	103
MWRK Carriageway Edging (Minor Works)	12
MWRK Drainage (Minor Works)	39
MWRK Footways (Minor Works)	49
MWRK Ironworks	1
MWRK Jet Patching (Minor Works)	50
MWRK Kerbing (Minor Works)	10
MWRK Patching (M.Works)	24
MWRK Street Furniture (Minor Works)	33
MWRK Verges - Ditches (Minor Works)	18
Grand Total	399

Professional Services Contract

WSP continue to work alongside Lincolnshire colleagues from the Technical Services Partnership (TSP), where three performance indicators measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). All schemes which completed in Year 2 Quarter 1 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 2021 Q1 is 79 out of 100, up on the 2020 Q4 score of 70.9

WSP are achieving 9/10 of the selected year 2 quality statements, which are measured annually, along with that of their continuous improvement / innovation initiatives. One example of this is the ongoing introduction of Building Information Modelling (BIM) and supporting the ProjectWise common data environment required to assist LCC delivering against Department for Transport (DfT) requirements for new highway infrastructure schemes. Separately WSP colleagues continue to engage with local Science Technology Engineering and Math (STEM) activities working with students at both Lincoln College and Lincoln University.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost with an average score of 8.5/10 for Y2 Q1; an improvement by 0.3 marks since the previous quarter. There are specific items within the TSP action plan which look to continue improvements in performance in this area.

There is still an opportunity to further improve performance in the timeliness of contract notifications within TSP Highway Schemes. Whilst the number of those completed to time in Y2 Q1 is 132/154 (85.71%), the agreed scoring mechanism of the new contract still results in a score of 3.0 as this is below the minimum performance threshold of 89%. This PI has been a challenge for each contract, so a task and finish group is working to improve performance in this area.

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 successful delivery of Welton

A46 Roundabout and positive progress on Holdingham Roundabout improvements. The partnership continues to progress efficiency and customer service initiatives through the annual Technical Services Partnership Action Plan.

Traffic Signals Term Contract

Colas 2021/22 Q1 performance continued to be solid after the high-level set in Q4 of the previous year, with an overall score of 86. A single incident where a TM operative left site for a comfort break without arranging cover led to a failure under PI 8 (Percentage Task Orders carried out to TMA); this single failure led to 0 points being awarded due to the stringent scoring mechanism based on % failures as opposed to the actual number of failures.

It has been agreed that revised PIs are to be trialled this year alongside the existing measures in order that we continue to drive improvement within the contract. We can then substitute those PIs that Colas are finding it easy to achieve with new measures that target areas where we can see the need for improvement. This would begin in Y3 of the contract.

Overall statistics for Q4 are as follows:

- 84 emergency faults (2-hour response) of which 83 were attended in time
- 327 standard faults of which 327 were attended in time
- 57 requests for signals to be switched off for road works

The Traffic Signal Capital Programme for Q1 saw the completion of the following works in Stamford:

- Broad Street / Ironmonger Street junction refurbishment
- North Street (Chapel Yard) Pelican to Puffin refurbishment
- East Street (Vine Street) Pelican to Puffin refurbishment

We have opted to use a Siemens type controller at these locations and for forthcoming schemes, for three main reasons. Firstly, the Colas Maestro controller is still in development and so currently unavailable; secondly the Siemens controller cabinet has a significantly smaller footprint, particularly important in Stamford where footways are, more often than not, very narrow; thirdly our existing stock of Dynniq controllers had been used up on schemes to date and we were encountering some pricing issues going forward.

Innovation

There are a number of innovations which we are evaluating with a view to bringing these permanently into the highway service. These include:

- A new outstation unit known as the Colas Morph has been installed in Stamford as part of the Broad Street / Ironmonger Street refurbishment. This piece of

equipment is the link between the Urban Traffic Control installation and the signal controller. We have previously relied on Dynniq units, but Colas have now released their own unit to market, removing the reliance on a 3rd party supplier.

AdEPT Peer Review

During April the Lincolnshire County Council Highways Service was subject to an external Peer Review as part of an initiative by AdEPT and the Future Highways Research Group of which we are a founding member. The review included two external reviewers from Leicestershire and Derbyshire County Councils.

The review included all elements of our service except major schemes and provided an updated Value for Money Benchmark Score for the overall service in relation to other participating Councils.

The overall conclusions from the review were as follows:

Lincolnshire County Council Highways Service (LCCHS) continues to deliver excellent value for money. The Service is agile and resilient and exhibits sector leading practice in many areas, most notably in terms of partner collaboration and the intelligent use of data for strategic decision making to identify and deliver exceptional productivity and outcomes.

Since the inception of the current operating model in 2014, LCCHS has operated with clear separation between commissioner and provider functions. It has underpinned this with a robust programme of continuous Value for Money (VfM) improvement with each function subject to periodic, independent VfM review and with ownership and accountability for its own improvement plan. Functional specifications are being reviewed and updated currently.

Over the past 12 months, notwithstanding the impact of Covid, LCCHS has mobilised three significant new contracts which have driven down costs and are already delivering better outcomes than the previous contracts. The new partners have brought an innovative, performance focused and 'can do' approach and the excellent collaboration that exists at partner level cascades through the supply chain. There is a clear and focused effort on areas of the service where the transition to the new performance culture is still work in progress.

The Service is in the process of completing its Strategic Plan which sets out a series of medium-term objectives that tie in very closely with the convergent sector strategy noted by the FHRG. The Strategic Plan is underpinned by a Collaboration Charter that commits all contractual partners to the objectives and underlying metrics.

Costs are very well managed and the recent procurement exercise, which extended market testing throughout the supply chain and introduced an actual cost model, provides excellent evidence for this. Further efficiencies have also been driven out during the first year of the new contracts. Multi-disciplinary risk identification workshops ensure few

unanticipated costs arise during the year. The Service is well networked through the Midlands Highways Alliance which aids both procurement and benchmarking.

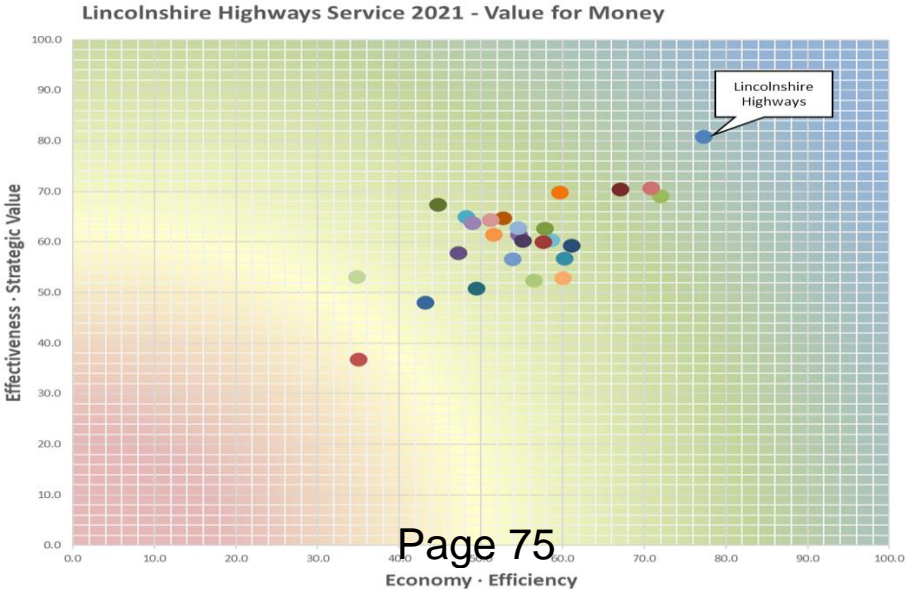
LCCHS is exceptional in its use of data, and in particular the Confirm system, to evaluate performance and identify and target areas for improvement. All three main contracts and the client function are governed by well-defined performance measures that include quality indicators. These indicators have been benchmarked against the previous contract and are almost all being achieved, with improvement plans in place for the few exceptions.

The Service delivers very good outcomes with excellent transactional performance which means most jobs and projects are completed accurately, on-time and on-budget. Whilst stakeholders are managed well, with the use of technology such as FixMyStreet, customer satisfaction as measured through the NHT Survey has fallen in recent years. This is a sector wide challenge and LCCHS recognises the need to work even harder to communicate the achievements and constraints of the Service to help manage customer expectations.

The new partners are much more proactive in bringing innovation forward than their predecessors and the governance structure includes an Innovation & Sustainability Group which all partners commit members to. In terms of both innovation and income generation, LCCHS remains considered and measured in the initiatives it chooses, seeking a good understanding of the benefits achievable before committing. With the new contracts now embedded, LCCHS could do more to leverage its standing as a sector leader to drive innovation around the big issues on the immediate horizon such as carbon reduction and smart places.

LCC and its partners have a strong and contractual commitment to a long-term social value programme and are already delivering some excellent initiatives, including providing employment opportunities for vulnerable adults and children coming out of special educational care. Several environmental benefits have also been delivered, including the part night lighting scheme and introduction of an in-county de-watering bay.

LCCHS is self-aware of the small number of areas where further VfM can yet be achieved. Broadly these reflect either sector wide challenges around succession planning and customer satisfaction or cultural transition commensurate with the relative youth of the new contracts.



Complaints

Customer Complaints relating to highways and transport have seen an increase from the last quarter by 32.9%. The level of complaint escalations from our area has maintained as per last quarter to 0% of complaints escalated.

The complaints are of a varied nature, however the highest reason this quarter related to pothole issues which account for 39% of complaints.

The full Highways and Transport Complaints Report Quarter 1 April to June 2021 can be found as Appendix C.

2. Conclusion

Lincolnshire's Highway Service continues to deliver a high quality and value for money highway service. External verification of this is provided by the recent Peer Review which confirms our continued position as one of the sector leaders.

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

3. Appendices

These are listed below and attached at the back of the report	
Appendix A	Major Highway Scheme Update Report August 2021
Appendix B	Lincolnshire Highways Performance Report Year 2 Quarter 1 April to June 2021
Appendix C	Highways and Transport Complaints Report, Quarter 1

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

Appendix A

Major Highways Scheme Update – August 2021

Lincoln Eastern Bypass

This is the final update to highlight that the road is complete with all remaining excess spoil removed from site and footpath connections made to the Sustrans route and the Viking Way. There will be ongoing landscaping works, including maintenance over the next few years along with any correction of defects should they occur.

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 nearing completion with the main bridge completed and the underpass excavated. The existing cattle creep has been filled in with the majority of final surfacing on the slip roads installed. Final works include realigning the A1 to how it was before the works commenced, street lighting, signage, final surfacing to the rest of the phase and landscaping. Planned completion of this phase is Winter 2021.

Phase 3 is 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. Works commenced April 2021 and have focussed on topsoil strip, embankment preparation works, ground water management and pre-bridge foundation preparation. Planned completion of this phase is Summer/Autumn 2023, however there are many risks between now and then that might impact on this planned completion.

North Hykeham Relief Road

When complete, this new road will link the A15 Lincoln Eastern Bypass with the A46 Western Bypass at Pennells Roundabout to create a full ring road around Lincoln. The project also aims to:

- Assist the sustainable economic growth of Lincoln and Lincolnshire
- Maximise accessibility to Lincoln
- Improve journey times and road safety in Lincoln

In December LCC was informed that the project had achieved programme entry approval from the DfT, which also secured £110m towards the project from the DfT. LCC accepted the terms of the funding agreement, and the project is now being progressed with a proposed start in 2025. Works are currently focussed on liaising with homeowners and landowners, compiling a reference design, agreeing a procurement strategy, detailed cost forecasting and key risk mitigation. These along with the detailed design are all in advance of the first milestone, being an application for planning permission in 2023.

Spalding Western Relief Road

Section 5 (Northern Connection) – In February 2018 SHDC in collaboration with South Holland District Council, 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 archaeology investigations, some vegetation clearance, utility diversion preparation and property demolition.

A target cost has been agreed with the contractor with the remaining element to complete before main works can commence being the land acquisition. The Heads of Terms for the land is now agreed by all parties with the legal document also now drafted. LCC is awaiting a response from the landowner solicitors. Once this is agreed and sealed the project will commence immediately with an 18 months' work programme.

A46 Dunholme/Welton Roundabout Improvement

This is the final update to highlight that the roundabout is complete and operating well. There are some minor landscaping works still to complete along with some fencing and gates, however these will be completed soon.

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.

The works commenced in February 2021 and are programmed to be complete by the end of 2021. The following activities have taken place since the last update:

- Drainage works on the central island are complete
- Internal widening of the roundabout has been completed and traffic have been moved on to the new widened carriageway
- Approach and departure lane works continue. It has been programmed in such a way as to minimise traffic disruption (so widen on one side and surface before switching over to do the other side, where possible) – we had one-way closures programmed for four Saturdays throughout July. This was to complete the surfacing of the widening on the A17 (West) and A15 (South).
- The project is on programme for completion by the end of the calendar year

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 September 2020 and were progressing well, however in February/March 2021 Cadent Gas informed LCC that they would need to divert a gas main that they had previously informed the delivery team didn't need diverting. This caused a significant delay to the project and resulted in the works spanning Summer 2021 period. To

avoid the road works affecting the summer tourism period the contractor demobilised in May 2021 and will then recommence the works in September and complete the project. Due to the need to accommodate Cadent Gas this has extended the programme with completion now being Spring 2022.

In addition, Anglian Water have also insisted on a utility diversion during the works, which they previously said was not required. LCC has allowed Anglian Water to complete the diversion during the summer when the works aren't progressing, however, to date Anglian Water have failed to achieve their own programme and have still not commenced works. Anglian Water also want to progress a diversion in the works area that LCC is restarting in September, but again they have failed to plan or prepare for these works and LCC is therefore carrying on with the planned works. If Anglian Water feel that it is necessary to divert the mains, then they will need to do so at a later time once the highway works are complete.

Lincolnshire Coastal Highway

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

A Horncastle bypass concept paper was completed which identified expected costs and benefits. Due to the DfT scoring mechanism, the benefits are very low in comparison to the cost and therefore would not attract any central government funding. This project is therefore currently not being progressed but is included in the Council's pipeline of projects to consider in the future.

A Skegness Relief Road concept paper has also been completed which indicates a route that attracts a medium 'Benefit to Cost Ratio' score meaning that it may attract third party funding should a funding opportunity be presented.

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

Further projects related to the Lincolnshire Coastal Highway are currently being considered.

Wragby Pedestrian Crossings and Mini-Roundabout Improvements

This is the final update to highlight that both the pedestrian crossing on the A158 and the improvements to the mini-roundabout are complete and operating well. These sites are subject to a 1 year maintenance period where any defects will be addressed, should they occur.

Levelling Up Fund Projects (LUF)

LCC submitted a bid to central government under the LUF initiative, this consisted of the following projects:

- A16/A151 Springfields Roundabout, Spalding - capacity improvement
- A16 Greencell Roundabout (Spalding Power Station) - capacity improvement
- A16 Kirton four-way signalised junction – with associated small section of dual carriageway leading into and out of the junction along the A16
- A16 Marsh Lane Roundabout – designated north bound lane
- Boston Active travel schemes

In advance of the outcome of this funding bid LCC is progressing detailed feasibility studies for each project, which are planned to be completed February/March 2022.

Major Route Network (MRN)

Midlands Connect have announced an opportunity to bid for a small amount of revenue funds. If successful these funds can be used to progress a desired scheme to a Strategic Outline Business Case Stage. This is a rolling fund to be used over three financial years, with the intention to build-up a sizable 'pool' of credible business cases that the region can then prioritise for submission to DfT when the next MRN fund and Regional Evidence Base process is called. A date for which is unknown at this stage, but it could possibly be in 2023.

Work has commenced to identify the scheme or schemes that LCC may want to bid for.



Lincolnshire Highways Performance Report

Year 2 Quarter 1 - April to June 2021

Prepared August 2021



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

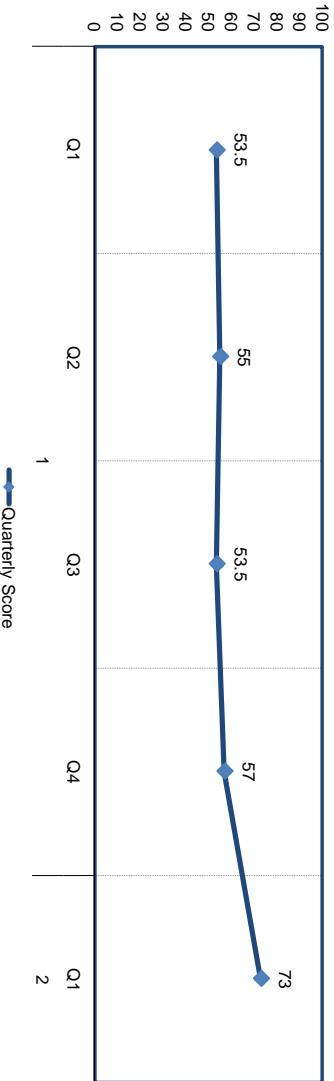
	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend
HWTC P11	10 Achieved	9 Achieved	9.0 ↔	9.0	9.1	
HWTC P12	Response times for emergency works	97.97%	6 ↑	0	1.5	
HWTC P13	Tasked completed within timescales - Reactive Works	73.36%	0 ↔	0	0.0	
HWTC P14	Tasked completed within timescales - Planned Works	100.0%	10 ↑	8	9.0	
HWTC P15	% task orders in compliance with TMA	99.31%	10 ↑	8	8.5	
HWTC P16	Quality assessment of workmanship	91.70%	8 ↑	10	9.0	
HWTC P17	Contract Notifications processed within required timescales.	64.75% Notifications; 98.93% Target Costing	4 ↑	2	2.0	
HWTC P18	Street Lighting Service Standard	93.80%	6 ↑	0.0	1.5	
HWTC P19	Gully Maintenance	128.00%	10 ↔	10	9.0	
HWTC P110	Winter/Summer Maintenance	100.00%	10 ↔	10	10.0	

Total	73.0 ↑	57.0	59.6
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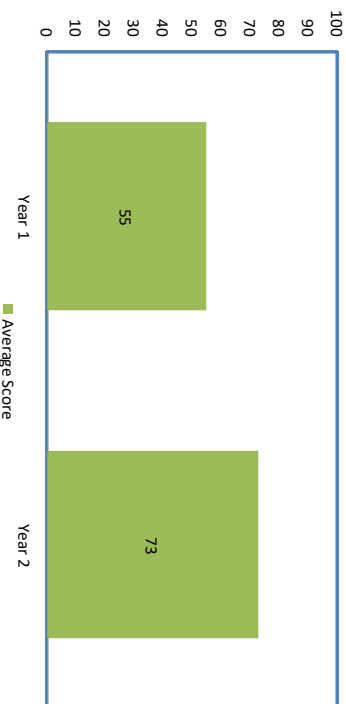
Overall Summary
The score for this quarter has increased from 57 points to 73. This score show the continuing improvements been made by the contractor. Whilst the score has increased there are still improvements required in P17 Contract Notifications and P13 Reactive Works.



Highways Works Performance Scores Over The Contract Period
(Average score = 58)



Yearly Average Highways Works Performance Scores



Professional Services Contract Performance Summary

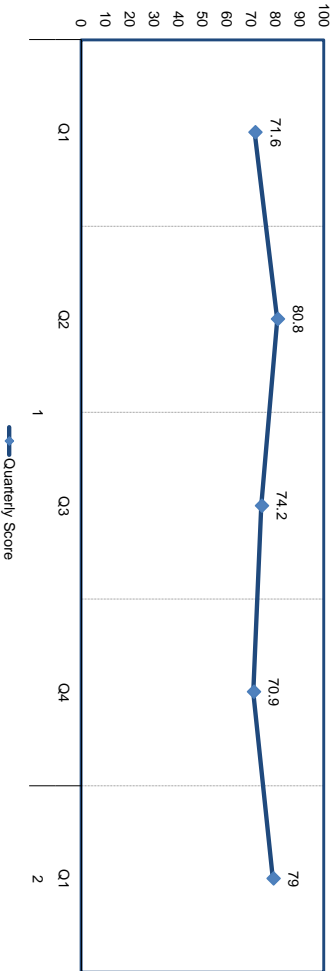
PSP ID	Description	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
						Year Average	2 Year Trend	
PSP P11	Compliance with tendered Quality Statements	10 Achieved	9 Achieved	8.0 ↑	6.0	7.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved
PSP P12	Continuous Improvement and Innovation	104k savings	On Track	10.0 ↑	6.0	9.0		The annual target for savings in Y2 is 104K.
PSP P13	Accuracy of Task Order Price Proposal	90%-100%	87.4%	7.3 ↑	7.2	7.8		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 87.4% this quarter.
PSP P14	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	90.69%	7.9 ↓	8.3	8.0		There were 66 Task Orders completed this quarter - on average they took 90.69% of the agreed timescale. The average score for Design was 8.21 whilst Supervision was 7.50
PSP P15	Overall Performance of Design and Supervision	85%-115%	106.68%	9.2 ↑	8	8.1		The average Awarded Tender Value was 107% of the final out-turn cost. More than 100% Out-turn cost less than the awarded tender value.
PSP P16	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	93.29%	9.6 ↑	9.3	8.3		Of the 5 completed schemes the average percentage of Original Quote compared to Actual Cost was 93.29%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.
PSP P17	Contract Notifications processed within required timescales.	99%	85.71%	3.0 ↑	0.0	2.0		Out of 154 Contract Notifications 132 were acknowledged or actioned in appropriate timescales.
PSP P18	Client Satisfaction of Design Service	>9.5	6.01	4.0 ↓	6.0	6.0		The average score by Task Order values were as follows - Below 10k = 7.23, 10k-50k = 5.80, 50k-100k = no result, Greater than 100k = 5.00. The average overall was 6.01
PSP P19	Continuity of Key Staff	No Impact	No Impact	10.0 ↔	10.0	10.0		No issues have been reported for any changes in staff.
PSP P110	Time to fill a Vacancy	>90%	No Vacancy Requested	10.0 ↔	10.0	0.0		No vacancies were requested to be filled so this measure has been deemed to score full marks.



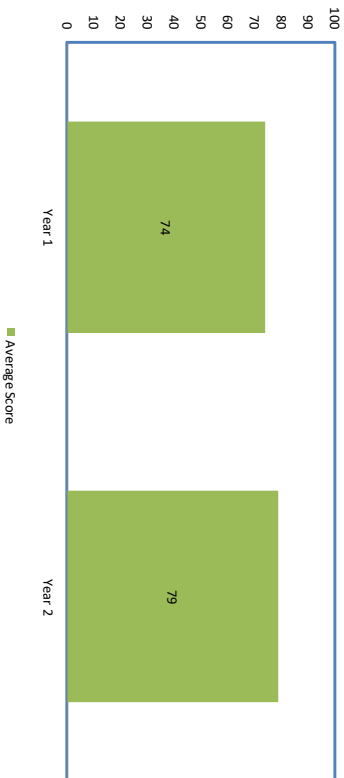
Total	79.0 ↑	70.9	76.2
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Overall Summary
The overall Professional Services Partnership score for 2021 Q1 is 79.0 out of 100. The main area requiring improvement is PSP P17 Contract Notifications processed within required timescales.

Professional Services Performance Scores Over The Contract Period
(Average score = 75)



Yearly Average Professional Services Performance Scores

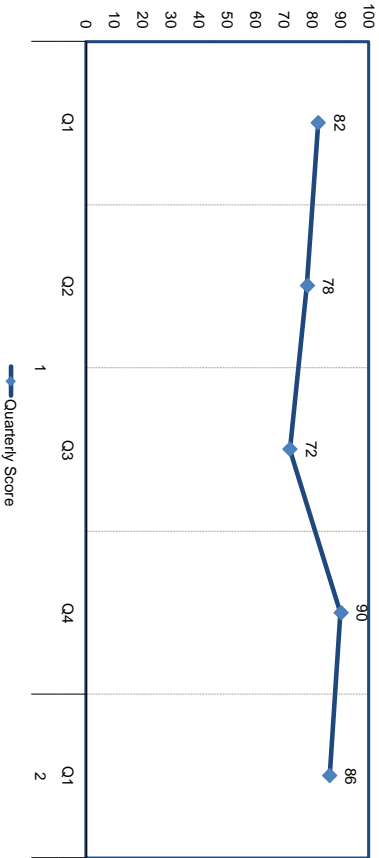


**Traffic Signals Term Contract
Performance Summary**

KPI	Target	Current Quarter		Last Quarter		Rolling Year		2 Year Trend	Comments for Quarter
		Score	Score	Score	Score	Average	Average		
TSTC P11	Compliance with tendered Quality Statements	10 Achieved	8 Achieved	6 ↓	8	7.0	7.0	↘	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved
TSTC P12	Weekly works planning	29 Supplied	29 Supplied	10	10	10.0	10.0	↔	Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q3.
TSTC P13	Response times for emergency works	None missed	None missed	10	6	8.0	8.0	↘	85 emergency faults out of 85 faults received were attended within contract timescales.
TSTC P14	Number of Faults Cleared within Contract Timescales	99%	99.41%	10	10	10.0	10.0	↔	416 faults out of 416 faults received during Q1 have been cleared within the contract timescales.
TSTC P15	% Task Orders completed on time	99%	96.67%	10	6	7.5	7.5	↘	46 of 46 task orders that have been received during Q1 have been completed within the contract timescales.
TSTC P16	% Task Orders completed free of remedial works	99%	100%	10	10	10.0	10.0	↔	0 remedial have been reported for the task orders this quarter
TSTC P17	% faults resolved at the first visit.	99%	100.00%	10	10	6.5	6.5	↔	415 out of 416 Standard faults & Emergency faults were resolved first time.
TSTC P18	% Task Orders carried out in compliance with TMA.	99%	93.75%	0	10	7.5	7.5	↘	15 task orders out of 16 have been completed complying with TMA.
TSTC P19	% annual inspections completed per annum.	On Track	On Track	10	10	10.0	10.0	↔	The programme is current ahead of target at the end of Q1 for Y2.
TSTC P110	Signal Optic Failures	30 or less	16 sites	10	10	5.0	5.0	↔	There has been a total of 16 sites where an Optic failure has occurred.

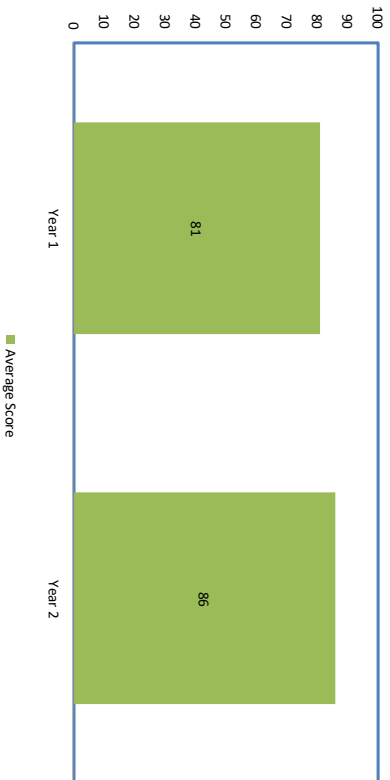


Traffic Signals Performance Scores Over The Contract Period
(Average score = 74)



Total	86.0	90.0	81.5
Overall Summary	<p>The score for this quarter has decreased from 90 to 86 points. This is due to a decrease in task order being carried out in compliance in TMA. The score for the contractor remains high.</p>		

Yearly Average Traffic Signals Performance Scores



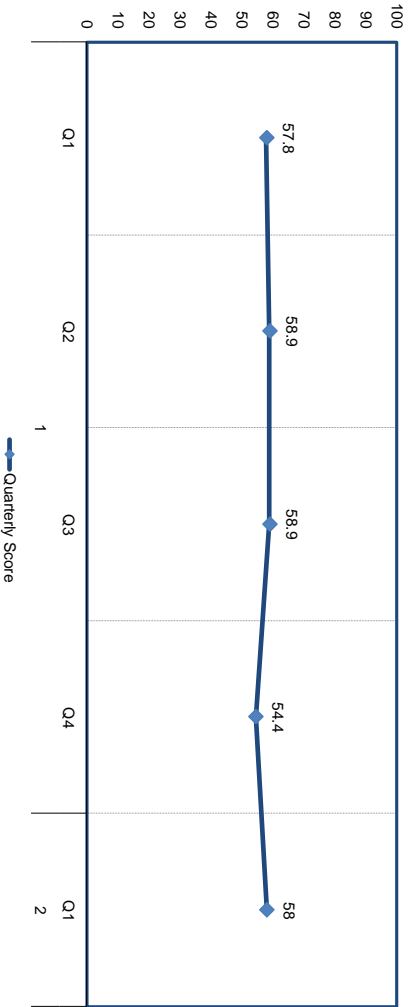
Client	Client Performance Summary	Target	Current Quarter		Last Quarter	Rolling Year Average		Comments for Quarter
			Quarter	Score		Year	2 Year Trend	
Client P11	Client scheme proposals	Sept 20	Late	7 ↔	7	7.0		The Scheme Proposals for 2021/22 were due to be issued by the Client to the Contractor at the 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	10.0		There has been no budget movement as such this measure score full points.
Client P13	Client Enquiry Response Times	100%	77.42%	2 ↔	2	1.5		Out of 10717 incoming enquiries only 8298 were actioned within appropriate time scales. The level has maintained from last quarter and has scored 2 points. This will still need to be monitored to see if an improvement plan needs to be initiated.
Client P14	Early Contractor Involvement	>98%	71.43%	0 ↔	0	1.5		Out of 56 schemes that started this quarter 40 has had Early Contractor involvement 12 weeks prior to start date.
Client P15	Valuation of compensation events versus targets	<7% variation	4.95%	10 ↔	10	10.0		So far £21,131,161 has been raised on Confirm with £849 compensation events against that target.
Client P16	Total Rejected Orders	<1%	1.23%	8 ↔	8	7.8		Out of 25958 committed jobs 319 were rejected
Client P17	Contract Notifications processed within required timescales.	100%	49.36%	0 ↔	0	0.8		Out of 237 Contract Notification 117 were acknowledged or actioned in appropriate timescales.
Client P18	Percentage of abortive works	<1%	0.00%	10 ↔	10	10.0		Out of 85 jobs that have gone through the ECI process none were subsequently cancelled.
Client P19	Highways Inspections Completed	100%	94.49%	6 ↑	2	5.0		Out of 672 Highway Inspections 37 had overdue inspections.
Client P110	Value for Money	Constant Improvement	Not Included	5 ↑	n/a	1.3		The Value For Money process has been reviewed and is starting to be implemented. Not all areas have a review of Y1 to establish baselines yet so the measure scores 5 accordingly.



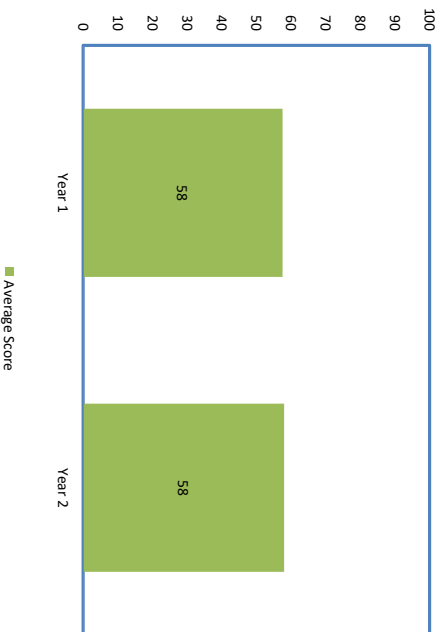
Total	58.0 ↑	54.4	54.8
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Overall Summary
The score this quarter has increased from 54.4 to 58.0. There was an increase in Highways Inspection completed in time that has resulted in this higher score. ECIs, Notifications and Enquiry Responses will need to improve before the score will increase significantly. A workshop has been arranged to look into improvements in P17 Contract Notifications.

Client Performance Scores Over The Contract Period
(Median score = 58)



Yearly Average Client Performance Scores

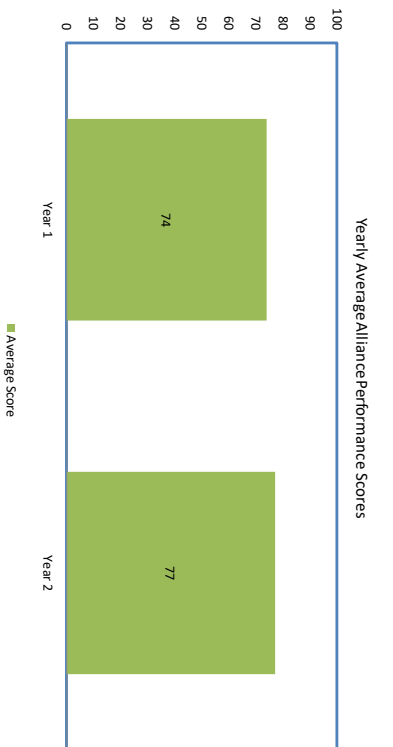
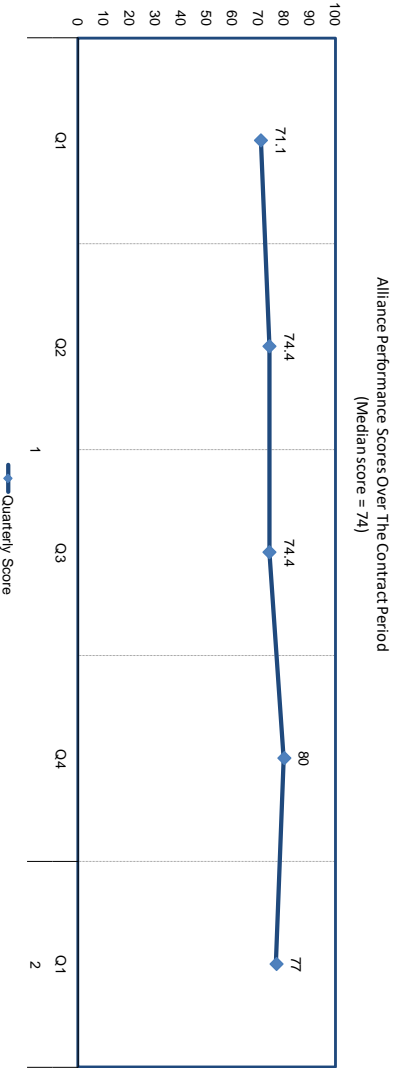


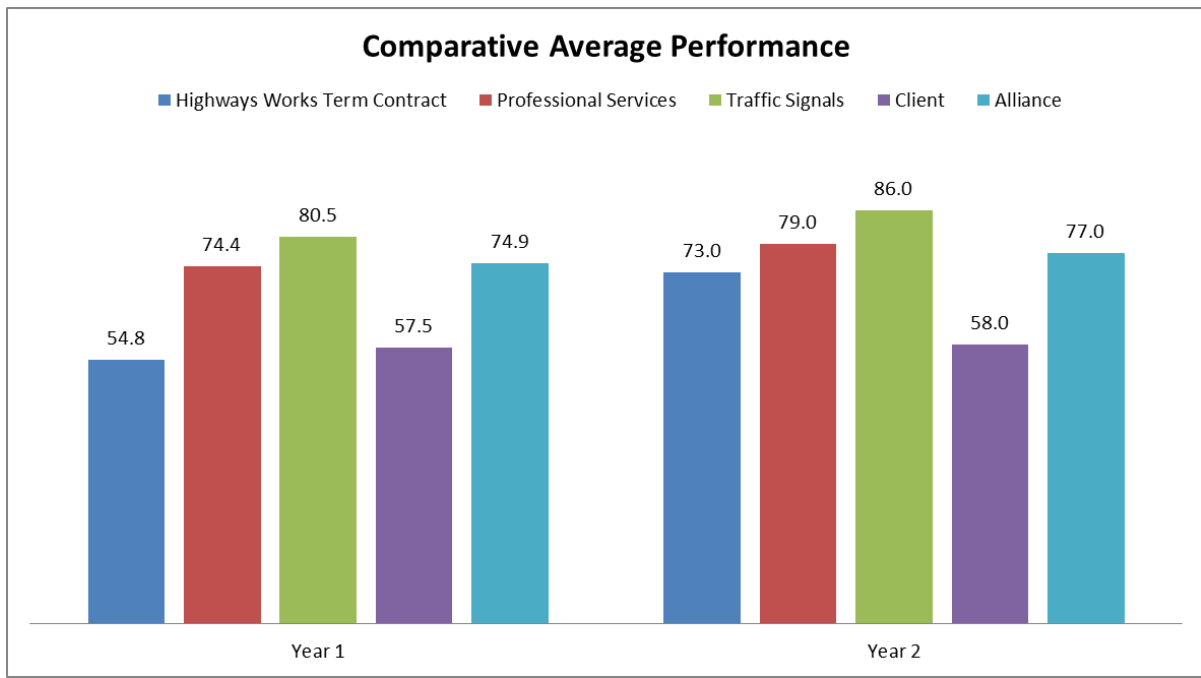
Alliance KPI	Target	Current Quarter	Quarter		Rolling Year Average	2 Year Trend	Comments for Quarter
			Score	Last Quarter			
Alliance KPI1	Asset Management Strategy	Within Range	10	↔	10	10.0	This is annual data, and the figure for 2021 is within the anticipated range. Road Condition data show Principle Road at 1.9% Red, A&B Roads at 5.5% Red and Unclassified Roads at 28.0% Red. The Annual Plan was agreed on target. This part of the measure has scored 3 out of 3. A score for accuracy of Programme has been set as 7 out of 7 for this quarter.
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	99.84%	↔	10	9.0	
Alliance KPI3	Minimising disruption to the public	36 schemes annually	7 schemes	5 ↓	10	8.8	7 schemes were confirmed by Q1 so the target for Y2 is currently running slightly behind.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8 ↔	8	7.5	The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been a slight increase in apprentices working on the contract (one additional). The level of spend to suppliers locally has been maintained.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	-3.00%	2 ↔	2	4.0	This is annual data, and the figure for 2020 was an increase of 3% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	85.00%	6 ↔	6	5.5	This is annual data, and the figure for 2020 was an increase of 1% in efficiency of spend. This result changes once per year in October.
Alliance KPI7	Net/Positive Press Coverage	>95%	88.78%	6 ↑	4	7.0	This Quarter there was 33 positive, 54 neutral and 11 negatives stories. There were 98 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.33	10 ↔	10	5.0	The average score for the alliance partners was 7.33 out of 10
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 -£39 per Tonne 98% Recycled	10 ↔	10	7.5	5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions has still to be finalised so initial estimated to be on track. -Data TBC.
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	95.34%	10 ↔	10	8.5	41 assessments over the past twelve months have passed out of 43 assessments. There were no RIDDOR incidents this quarter.



Total	77.0 ↓	80.0	72.8
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Overall Summary
The score for this quarter has decreased from 80 to 77. The main area where points have reduced is from a decrease in shared permits - minimising disruption to the public.





Conclusion

The Highway Works Term Contract has increased from 57 to 73. This is the highest score so far for the contractor and shows that improvements are continuing to be made. The score is expected to increase in future quarters.

The Professional Service Contract score has increased from 70.9 to 79.0. This is a good score and demonstrated a continuing firm start to the new contract.

The Traffic Signals Contract scored 86 points decreasing from 90 points last quarter. This is the second highest score for the contractor so far and show continuing high performance.

The Client score has increased from 54.4 to 58.0. Contract notifications being committed within timescales, ECIs and enquiry response times are areas that requires improvement if the Client score is to increase significantly.

The Alliance Indicator score is 77 decreasing from 80. Public satisfaction and negative press coverage is the main area of concern.

James Malpass
August 2021

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 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.	Ongoing
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 2
Alliance KPI9	Reduction in Carbon Emissions and Waste	This is a new measure - data capture need 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)

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)

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

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 form 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)

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

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 30th September each year.

Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30th 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 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 = $\frac{A}{B} \times 100$

B

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 used 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

$$100\% \times \frac{\text{Positive Stories} + \text{Neutral Stories}}{\text{Total Stories}}$$

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

Quarter 1;
2021/2022

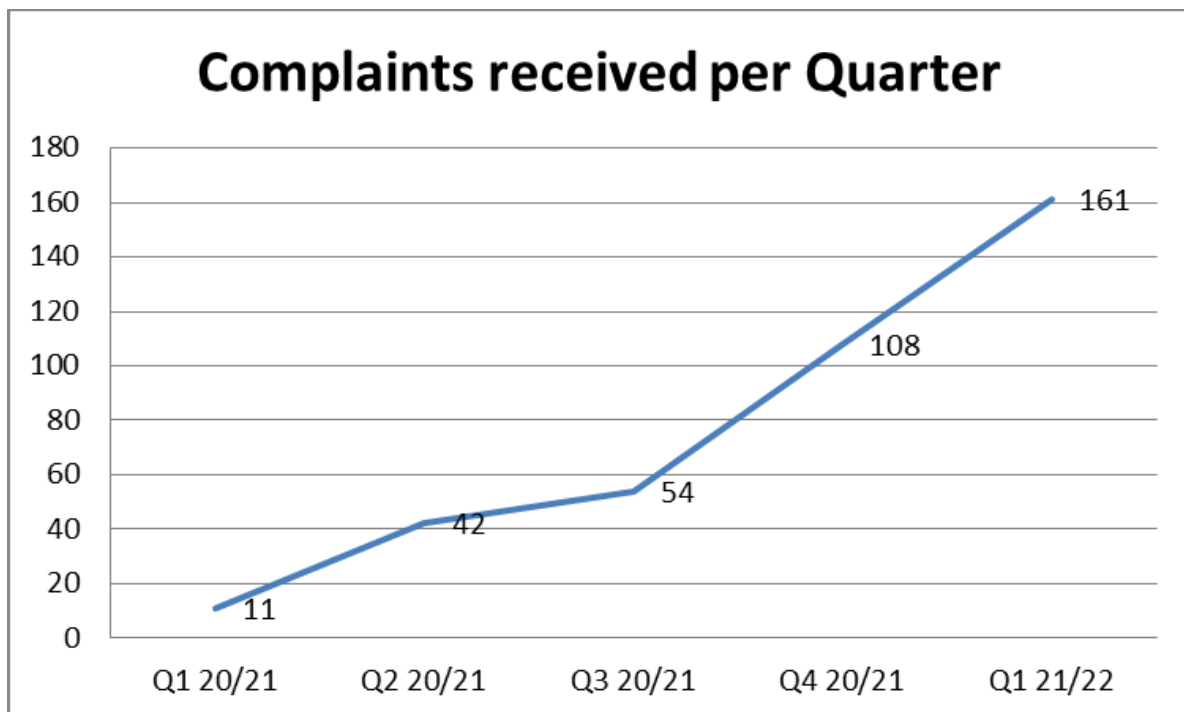
August 2021

Introduction

The following report is a summary of findings from the complaints raised in the 1st quarter of 2021/2022 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.

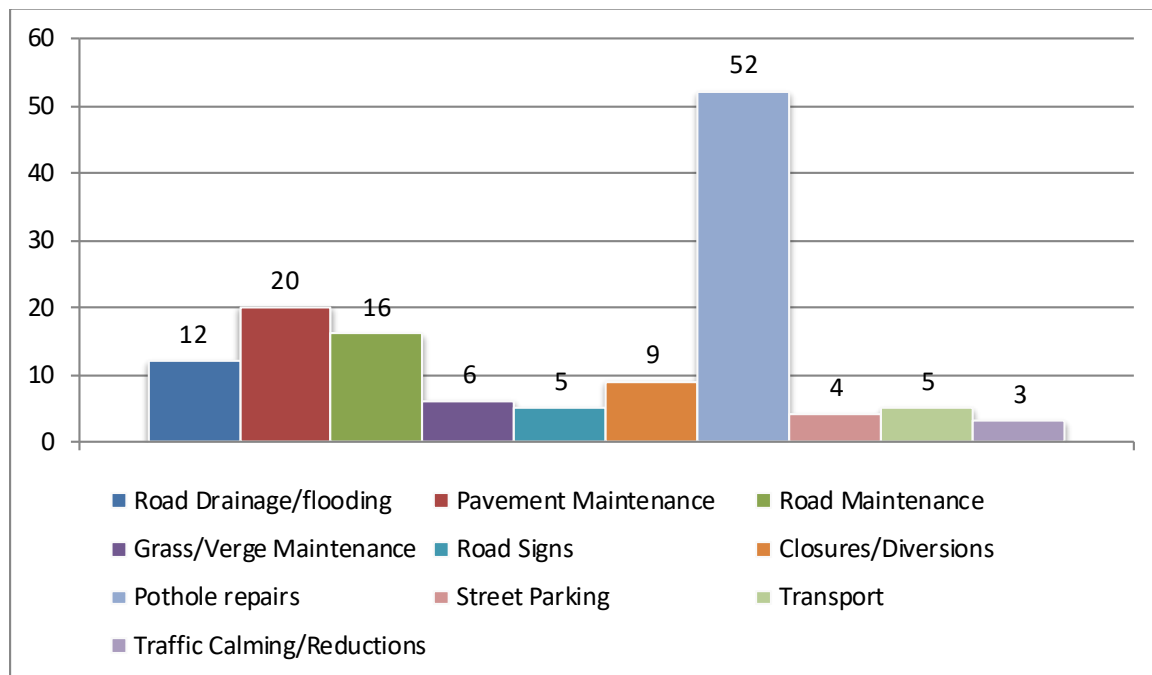
Q1 Overview

Highways and Transport received 458 contacts in the first quarter of 2021/2022, from individuals wishing to complain about various services. Out of these 458 contacts 161 entered the formal complaints process; the remaining were resolved outside of this process in Early Resolution or dealt with as enquiries by communicating with other service areas. This equates to 35% of all contacts received. The number of complaints entering the formal process has increased by 49% in comparison to the previous quarter. The outcome of complaints show that there is no significant increase in areas where fault was found, only that the numbers being received have increased. The increase of the outcomes have been relevant to the increase in the total number overall.



The 1st quarter saw no complaints escalated to the second stage of the complaints process. Given the large increase in the number of contacts received and the number of cases entering the formal process, no escalations to the next stage continues to reflect the success of the strategy in place in dealing with complaints and early resolutions.

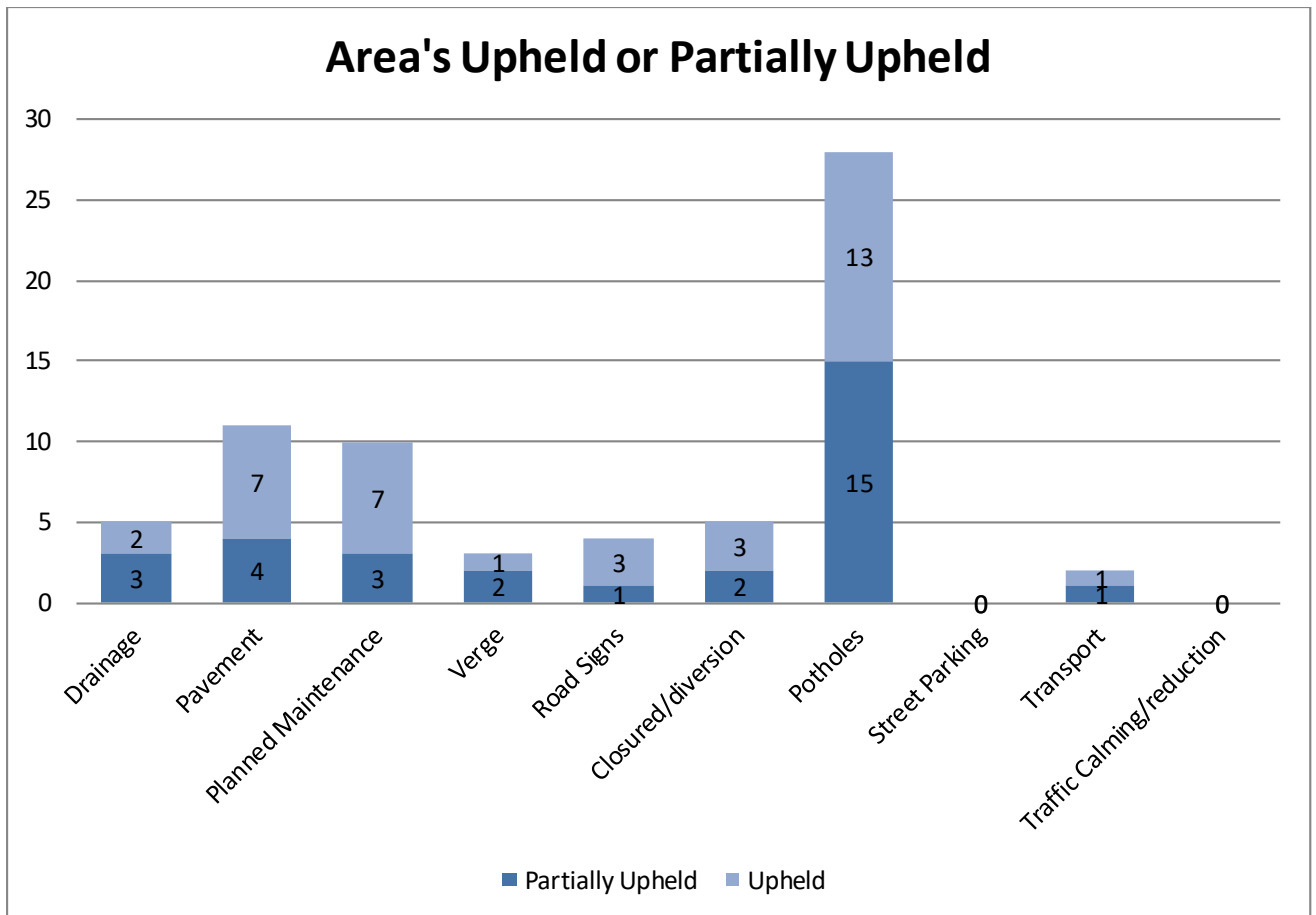
Complaints raised were in relation to the following areas;



52 complaints, the highest recorded reason for complaint, are due to pothole/ road defects. However only 13 of these complaints were upheld. A review of these found that one of the main challenges is the update of Fix My Street with the need for more detail to be included so that the public are aware of what is happening with their concerns. Timescales of jobs have also been a major factor to occasional redirection of resources to other areas. This has been addressed since the completion of complaints and accounts for many of the cases in question not escalating to the next stage.

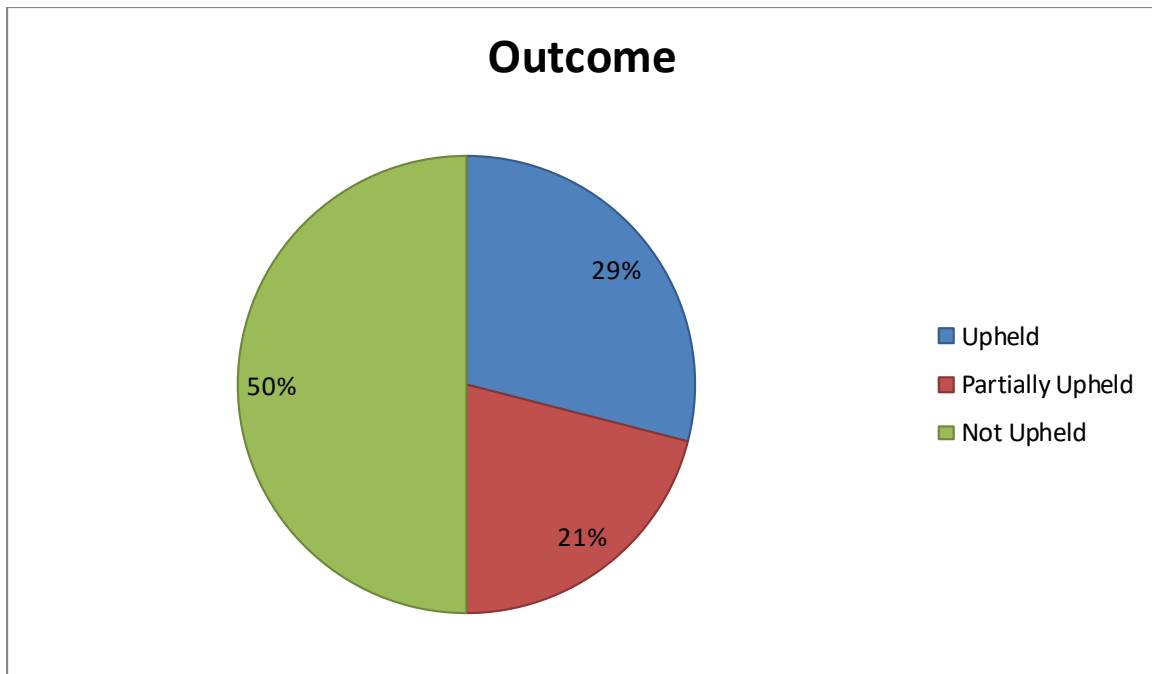
Similarly those in relation to drainage are due to certain areas not being prioritised over others – again these issues have since been resolved, evidenced by a lack of escalation to the next stage of the complaints process.

The following shows the areas in which complaints were either fully or partially upheld;



With a large increase in the number of complaints raised there has also been an increase in the number of complaints being partially or fully upheld. The positive in this is that it has allowed the service to effectively respond to concerns and rectify any issues. This can be observed in the lack of any cases being escalated to the next stage of the complaints process. 50% of all Highways complaints were not upheld and 21% were only partially upheld.

The following shows an overall breakdown of the outcome of complaints. Whilst the numbers of concerns being reported are significantly higher, the percentage breakdown of outcomes in comparison to previous quarters has not significantly changed.



Summary

Over the course of the 1st quarter it has become apparent that the national lockdowns imposed due to the pandemic have had a significant impact on the sheer volumes of complaints being received in all areas. As mentioned earlier in this report, and referenced in the annual report presented to the Audit Committee, evidence is available of comments from members of the public on social media sites as to why the numbers have increased so significantly. This increase should be viewed positively as it allows the council to address concerns and rectify any issues. These issues have clearly been addressed by this service given that not one of 161 complaints were escalated to the next stage.

In addition 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. As the county has also suffered from adverse weather conditions, resources have had to be diverted to more urgent areas, this inevitably has had an impact on some of the numbers that we are seeing. Whilst we continue to monitor the increase in contacts being received it is predicted that there will be a decline when we see easing of restrictions in the coming weeks.

It is also worth noting that the additional 297 contacts had been addressed before the need to be logged as a formal stage 1 and that all areas have assisted with providing adequate information to provide to the public so that they remain satisfied with the outcome.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	13 September 2021
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

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

Actions Required:

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

1. Background

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

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

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

2. Work Programme

25 October 2021		
Item		Contributor
1	Rail in Lincolnshire – Engagement with Network Rail and Train Operating Companies	Strategic Transport Policy Manager
2	Civil Parking Enforcement Annual Report 2020 - 2021	Matt Jones, Parking Services Manager
3	Route and Place Based Transport Strategies Annual Report	Sam Edwards, Head of Highways Infrastructure

13 December 2021		
Item		Contributor
1.	Local Transport Plan V [1022898] (Pre-decision Scrutiny- Executive Decision – 1 February 2022)	Vanessa Strange, Head of Infrastructure Investment Andrew Thomas, Principal Accessibility Planning Officer
2.	Highways – Gully Cleansing/Repair and Surface Water Flooding- Update	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
3.	Transport Connect Ltd - Teckal Company Annual Report	Anita Ruffle, Head of Transport Services
4.	Highways Quarter 2 Performance Report (1 July to 30 September 2021)	Paul Rusted, Head of Highways Services

24 January 2022		
Item		Contributor
1.	Revenue and Capital Budget Proposals 2022/23 [Executive Decision – 1 February 2022 and County Council Decision 18 February 2022]	Keith Noyland, Head of Finance, Communities

24 January 2022		
Item		Contributor
2.	Highways Fees and Charges Annual Review (Executive Councillor Decision)	Mick Phoenix, Traffic Manager
3.	Road Safety Partnership Update	Steven Batchelor, Lincolnshire Road Safety Partnership

07 March 2022		
Item		Contributor
1	Highways – Gully Cleansing/Repair and Surface Water Flooding	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
2	Highways Quarter 3 Performance Report (1 October to 31 March 2021)	Paul Rusted, Head of Highways Services

25 April 2022		
Item		Contributor
1	TBA	

30 May 2022		
Item		Contributor
1	TBA	

18 July 2022		
Item		Contributor
1	Highways Quarter 4 Performance Report (1 January to 31 April 2021)	Paul Rusted, Head of Highways Services

3. Conclusion

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

4. Consultation

a) Risks and Impact Analysis

N/A

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Highways and Transport Scrutiny Committee

6. 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 Kiara Chatziioannou, Scrutiny Officer who can be contacted on 07500 571868 or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Winter Service Plan 2021 [I021978]	Between 15th September 2021 and 29th September 2021	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Head of Highways Services Email: paul.rusted@lincolnshire.gov.uk	Yes	All Divisions
Publication of the Bus Service Improvement Plan (BSIP) by 31 October 2021 [I022772]	5 October 2021	Executive	Operators; Public; District Councils; Greater Lincolnshire Local Enterprise Partnership; Businesses; Corporate Leadership Team; Highways and Transport Scrutiny Committee	Assistant Director - Communities E-mail: nicole.hilton@lincolnshire.gov.uk	Yes	All Divisions
Local Transport Plan V [I022898]	1 February 2022	Executive	CLT/DLT internal key officers and a full statutory public consultation.	Transport & Growth Manager E-mail: jason.copper@lincolnshire.gov.uk	Yes	All Divisions

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