



County Offices  
Newland  
Lincoln  
LN1 1YL

3 December 2021

**Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 13 December 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 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, R A Wright and 1 Vacancy



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

<b>Item</b>	<b>Title</b>	<b>Pages</b>
1	<b>Apologies for Absence/Replacement Members</b>	
2	<b>Declarations of Members' Interests</b>	
3	<b>Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 25 October 2021</b>	5 - 10
4	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
5	<b>Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy</b> <i>(To receive a report from Jayne Wingad, Rail Policy Officer, &amp; Jason Copper, Transport and Growth Manager, which provides an update on the changes to the rail industry, forward strategy and the Department for Transport and Transport for East Midlands rail collaborative agreement)</i>	11 - 26
6	<b>Performance Report, Quarter 2 – (1 July 2021 – 30 September 2021)</b> <i>(To receive a report from Tom Gifford, Client and Contract Manager, Highways, which sets out the performance of the highways service including the Major Highway Schemes Update, Lincolnshire Highways Performance Report and Transport Complaints Report)</i>	27 - 90
7	<b>Highways - Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding</b> <i>(To receive a report from Richard Fenwick, County Highways Manager, which sets out the reactive, cyclic, and planned aspects of highways drainage maintenance including low-level flooding response)</i>	91 - 94
8	<b>Transport Connect Ltd - Teckal Company Update Report (1 May - 31 October 2021)</b> <i>(To receive a report from Anita Ruffle, Head of Transport Services, which provides and update on the activities an performance of the Council's Teckal Company, Transport Connect Ltd (TCL), over the period May-October 2021)</i>	95 - 100
9	<b>Highways and Transport Scrutiny Committee Work Programme</b> <i>(To receive a report from Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit)</i>	101 - 106

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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 December, 2021, 10.00 am \(modern.gov.co.uk\)](#)

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



**HIGHWAYS AND TRANSPORT SCRUTINY  
COMMITTEE  
25 OCTOBER 2021**

**PRESENT: COUNCILLOR A M HALL (CHAIRMAN)**

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

Councillors: R Davies attended the meeting as an observer

Councillor C Perraton-Williams attended the meeting remotely via Teams as an observer

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer) and Robert Close (Democratic Services Officer)

The following officers joined the meeting remotely via Teams:-

Karen Cassar (Assistant Director Highways), Sam Edwards (Head of Highways Services) and Paul Rusted (Head of Highways Services)

29 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor B Adams.

30 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of interest received.

31 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT  
SCRUTINY COMMITTEE HELD ON 21 SEPTEMBER 2021

That the minutes of the meeting held on 21 September 2021 be confirmed and signed by the Chairman as a correct record.

32 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF  
OFFICERS

The Assistant Director - Highways advised that the public consultation for the local transport plan had begun on 25 October and would last until 1 December.

33 RED LION SQUARE, STAMFORD

Consideration was given to a report from the Head of Highways Infrastructure on the proposed improvement scheme at Red Lion Square, Stamford. The scheme was originally completed in 2007 with a number of other improvement schemes in Stamford. This area has installed paving stone setts, however thinner setts, stand bed and joints were used due to funding limitations. Through increased vehicle movements, setts had moved and been damaged. Increased maintenance fees and safety concerns were noted. Following requests from local members and the Executive Councillor, options were explored to improve the area. A number of options were considered but ultimately, following consultation with Heritage England, the option to replace the existing 100mm thick York stone setts with 150mm thick York stone setts with a new concrete foundation, new mortar bed and new mortar joints. This was originally desired in 2007. This scheme would reduce the maintenance liability for the County Council and maintain the aesthetics. The existing setts would be stored for reuse elsewhere in the county. The original material used, Cromwell Stone, was no longer in use, however an alternative had been identified. Formal approval would be sought from Heritage England. The scheme only sought to change the carriageway, the original footway would be untouched. Within the £1.49 million budget, £435,000 of risk was identified. However, this was expected to reduce as the scheme progressed. If approved by the Executive, a formal contract would be entered into with EUROVIA, who had completed a number of public realm schemes previously with the Council.

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

- Members requested clarity in relation to the risk figure (predominantly construction risk) of £453,000 described in the report. Officers explained that a quality risk assessment produced this value; key elements included in this were the potential for utility diversions. There currently was a quotation which was a process with utility companies. Initial discussions with these did not indicate the need for diversions. Confirmation of this was anticipated in the coming three to four weeks and would see figures dropping significantly. Additional elements accounted for in that same risk figure were weather conditions; material price increases, which were being mitigated in advance by entering a contract with EUROVIA and placing orders early for costs to be fixed; and also, availability of contractors and professional staff, which was looked at being mitigated in similar ways by entering contracts with contractors early.
- Members requested clarity in relation to the £260,000 cost estimate on fees. Officers summarised that the figure included designer fees (including designing and supervising consultancy), project management fees, supervision fees, as well as lower figures relating to engaging with planners and obtaining legal advice.
- Assurance was sought in relation to the works being completed in a timely manner, within the presented cost estimates and with guaranteed workmanship. Officers stated that designing and supervising consultancy served as a testing regime that also

ensured the quality of workmanship. Certainty of time could not be guaranteed due to unforeseen circumstances such as weather (e.g., flooding), utility damage, lack of materials or delayed delivery of these. These were expected in any construction projects, however, as the scheme was moving forward, greater definition was being input in relation to timescales. Assurance was given that the works programme was reflecting and scrutinising that. Lastly, robust costs and estimates were put into this report; the significant amounts around risk were to ensure staying in line with the budget. A direct correlation between costs and unforeseen circumstances was drawn which may affect the works programme significantly. Assurance was provided that the Executive Councillors remained informed as the scheme developed, and works were carried out.

- Concerns were raised by Members over the balance drawn between health and safety risks in other areas and improving the aesthetic appearance of this square. Officers affirmed that, without regular maintenance, there was a significant safety concern at this site; there had been isolated incidents, including pedestrian crossing points, where sets were pulled out which left holes behind. Measures had been taken to address these issues, however, degradation was growing in greater frequency and was presenting a significant safety concern. Assurance was given that the existing aesthetics were maintained.
- It was queried whether a potential success of this scheme would make a case for other similar schemes for areas across the county with cobbled streets. Officers clarified that schemes emerged anywhere in the county which relied on steer from Members and available resources in place as to be taken forward; that was irrespective to the success of this particular scheme.
- Members noted that the stones at the footpath and those of the highway were a different type of stone and asked if the stones proposed to be laid were a match. Assurance was given that Officers had met with the supplier of the cobbles and ensured that the look, texture and size were similar to the existing and aesthetically sympathetic towards each other. Approval from Heritage England was also sought.
- Assurance was provided that marketers and local businesses, the Civic Society and various other organisations were consulted to ensure that businesses would not be disrupted, and impact would be minimised.
- A Member emphasised the importance of being clear on what happened to the old cobbles that were being removed and received assurance that these were being stored in highway depots for being repurposed in maintenance needs elsewhere across the county.

#### RESOLVED

1. That the Highways and Transport Scrutiny Committee unanimously agreed to support the recommendations to the Executive as detailed in the report.
2. That the comments listed above be passed on to the Executive in relation to this item.

34 ANNUAL UPDATE ON LINCOLNSHIRE COUNTY COUNCIL'S APPROACH TO TRANSPORT STRATEGY DEVELOPMENTS

Consideration was given to a report from the Head of Highways Infrastructure on the annual update on Lincolnshire County Council's approach to transport strategy developments. Since the committee's last update in October 2020 the Gainsborough Transport Strategy, Grantham Traffic Model, Sleaford Traffic Model and Skegness and Coastal Area Traffic Model were at, or near, completion. This year the Grantham Transport Strategy, Sleaford Transport Strategy and Skegness and Coastal Area Transport Strategy had commenced.

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

- Members asked why cycle ways had not been joined up when they were planned highways, noting particular issues on Skellingthorpe Road for example. It was explained that a number of highways sections, including Skellingthorpe Road, were not actually managed by the Council but were managed by National Highways. Discussions were on going to resolve issues. It was stressed that a number of walking and cycling strategies were also underway within Place which aligned with the Transport Strategy. Representatives from each project teams attended stakeholder engagement events to ensure that the same questions were not asked of the public. The walking and cycling strategies included details cycle ways needed to connect to make a full network, however, funding would need to be secured to make this achievable.
- Observing the detail in the report that listed the plans that had already been completed, Members asked if a combined document could be circulated to the Committee and how much of Lincolnshire was not included by a strategy. In addition, clarity was sought on how these strategies related to the Local Transport Plan, currently out for consultation. It was explained that the Local Transport Plan acted as an umbrella document for various other plans including the Transport Strategies. Neighbouring villages to cities and towns were also picked up through plans. Areas that did not fall under transport strategies and Route Action Plans (RAPs) still fell under the responsibility of the local highway officers and local members. A funding pot was available for works to those areas where necessary. A map of these strategies would be circulated to the Committee.
- With a view to encouraging model shift, Members stressed the importance of including appropriate footways in highways designs. Particularly ensuring safer means of crossing if footpaths terminate. It was advised that, a project of any nature had to follow a set of safety features in addition to the various stage road safety audits conducted by Lincolnshire Road Safety Partnership. Head of Service consider the road safety audit and make any amendments arising.

RESOLVED

That the Committee's comments be noted.

35 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.

It was noted that, on 16 October 2021, a Member raised a query regarding a motion adopted by the Council, on 17 September 2021, that the Council would defer to the Highways and Transport Scrutiny Committee for consideration of its speed polices in relation to a use of 20mph speed limits and how the Council could support communities whom wanted to enact a '20 is plenty' campaign. Members were reminded that a review of traffic management in Lincolnshire was suggested as a topic to the Overview and Scrutiny Management Board in September 2021 and subsequently was allocated for review for a Scrutiny Panel. The Committee were asked if they would like to see an interim report on speed limit polices.

Members agreed that they would like speed limit polices to be reviewed, however felt that, as a wider review was not to be expected until the end of the municipal year, an interim report should be brought to the Highways and Transport Scrutiny Committee.

In addition, a Member requested that the issue of reinstating street lighting in built up areas be reviewed and a paper be brought back to the Committee. It was however noted, that a regular report had been received by the Committee previously.

RESOLVED

That the work programme be noted as amended.

The meeting closed at 10.57 am

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>13 December 2021</b>
Subject:	<b>Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy</b>

**Summary:**

This item provides an update regarding changes to the rail industry, forward strategy and the Department for Transport and Transport for East Midlands rail collaborative agreement. Changes/enhancements to regional rail services operated by East Midlands Rail including rolling stock issues and COVID 19. Representatives of Network Rail (NR), East Midlands' Councils (EMC) and East Midlands Railway (EMR) will be in attendance to outline current rail schemes/proposals for Lincolnshire and answer questions.

**Actions Required:**

The Highways and Transport Scrutiny Committee is invited to discuss progress on rail related issues with representatives of Network Rail, East Midlands Councils, East Midlands Rail and to consider the recovery and role of rail in Lincolnshire going forward.

## **1. Background**

In the Lincolnshire County Council (LCC) region the majority of regional rail services are provided by East Midland Rail (operated by Abellio). EMR also provide 3 direct services on weekdays between Lincoln and London St Pancras via Nottingham.

Regional services are also provided by Northern between Leeds/Sheffield to Gainsborough to Lincoln/Cleethorpes. Cross Country (operated by Arriva) provide the majority of service for Stamford (Birmingham to Stansted). London North Eastern Railway (LNER) provide inter-city services on the East Coast Mainline that call Grantham (also Hull Trains) and limited direct services between Lincoln and London Kings Cross.

Both LNER and Northern are owned and overseen by the DfT Public Sector Operator, DfT OLR Holdings Ltd (DOHL).

## **COVID – 19**

The impact of the COVID-19 pandemic led to an initial six-month suspension (starting 23 March 2020) and subsequent ending of Rail Franchise agreements as announced on the 21 September 2020 by Grant Shapps; confirming the renewal of Emergency Recovery Measures Agreements (ERMAs) and current transition to National Rail Contracts.

These emergency measures transferred all revenue and cost risk to the government. The public subsidy to provide rail services during the pandemic has cost £12 billion to date and is not sustainable. Grant Shapps advised the Transport Committee on 26 May 2021 that "no formal agreement is in place" for a timeline with treasury for subsidy reduction and suggested that a medium-term view should be taken.

There is however confidence in the industry to recover rail patronage, Rail Delivery Group and rail operators have launched the 'Back on Track' large scale rail recovery campaign which has been implemented across a wide range of media including television.

The industry has seen strongest patronage recovery in the leisure market over the summer, focus is now moving to the commuter market which has changed significantly with the advent of home working options and new emerging trends in travel times.

It should be recognised however that train operators continue to have significant challenges maintaining services following staff outbreaks of Covid infections.

### **The Williams – Shapps plan for Rail - Transition to Great British Railways (GBR)**

The Governments White Paper " Great British Railways, the Williams – Shapps plan for Rail" published on 20 May 2021 is based on the Williams Rail Review that was commissioned in 2018 seeking recommendations for reform that prioritise passengers' and taxpayers' interests after the damaging consequences of new timetable introduced in May 2018 and emerging issues with the Rail Franchising model.

Publication of the White Paper was delayed from Autumn 19 by a general election and the COVID-19 pandemic. Link to document: [Great British Railways: Williams-Shapps plan for rail](#)

The Williams-Shapps Plan for Rail sets out the path towards a passenger-focused railway, the vision is summarized by 10 outcomes:

- Modern passenger experience
- Retail revolution
- New way of working with the private sector
- Economic recovery and financially sustainable railways
- Greater control for local people and places
- Cleaner greener railways
- New offer for freight
- Increased speed of delivery and efficient enhancements

- Skilled innovative workforce
- Simpler industry structure

The terms of the review indicate that the rail industry will be simplified but still mainly privatised as a rebranded Great British Railways (GBR), which will control rail infrastructure and services under a new arm's-length public body (the single guiding mind).

GBR will provide improved integration of infrastructure and service provision, delivering efficiencies and a re-balancing of private and public sector partnership. **This is not re-Nationalisation of the Railway; the private sector has a key role.**

GBR will absorb operations of Network Rail and franchises will be replaced by National Rail Contracts (informed by Transport for London contract) that will incentivise private operators based on punctuality and efficiency, GBR will manage revenue risk.

**Rolling stock remains with the private sector** Rolling Stock leasing companies (ROSCOs).

**A 30-year strategy** will provide a longer-term plan for transforming the railways that should unlock efficiencies and incentivise innovation. GBR will be made up of regional divisions, (based on current five NR regions) with budgets and delivery held at the local level. Dedicated station management teams will be created locally within regional divisions of Great British Railways to manage stations, land and assets.

**Metro Mayors and Regional Leaders** will have role in identifying services needed to support their communities; partnerships will provide greater control over local ticketing, services and stations.

Legislation and detail supporting the white paper will take time however work to bring change within this parliament will commence during the interim by the GBR Transition Team led by Andrew Haines – Chief Executive Network Rail.

Grant Shapps made further announcement on 5 October 2021 that the Transition Team will be responsible for driving forward reforms and creating the railway's new guiding mind.

"The initial focus on driving revenue recovery efforts post-pandemic, bringing a whole industry approach to tackling cost and promoting efficiency and establishing a strategic freight unit to boost the sector"

### **The Integrated Rail Plan (IRP) - published 18<sup>th</sup> November 2021**

Publication delayed from summer 2020, the IRP followed the recommendation in the Oakervee Review of HS2 for a study to inform how major rail projects, including HS2 phase 2b and other transformational projects such as Northern Powerhouse Rail would work together to deliver reliable train services to passengers across the North and Midlands.

Some key points:

The eastern leg of HS2 between Birmingham and Leeds has been cancelled. The government will now upgrade existing routes and build high-speed lines in part rather than building the route in full:

*"a new high-speed line between Birmingham and East Midlands Parkway. Trains will continue to central Nottingham, Derby and Sheffield on an upgraded and electrified Midland Main Line"*

*"We will fully electrify and upgrade the Midland Main Line between London St Pancras, the East Midlands and Sheffield."*

*"HS2 will serve Nottingham and Derby city centres. We expect trains to run from London to Nottingham in 57 minutes and from Birmingham to Nottingham in 26 minutes – significantly faster than the original HS2 plans,"*

*"We will upgrade and speed up the East Coast Main Line (ECML). ...and remove bottlenecks such as flat junctions and crossings."*

Link to the full IRP document and EMC/TfEM statement are included under report background papers.

### **1.1. Network Rail – Lincolnshire Area Strategic Advice**

Catherine Gridale - Strategic Planner and Andrew Thexton - Senior Strategic Planner (both from Network Planning East Coast and North East Routes) will provide a brief outline of the Lincolnshire Area Strategic Advice.

The study will commence in Autumn 2021 and investigate how improved rail connectivity in Lincolnshire can support both rail passenger and freight growth at present and in the future. The geography of the study will cover the Greater Lincolnshire Region (tbc) that is within the Network Rail "Eastern Region". The network within the study area is split across the East Midlands Route and North East Route. For the purpose of this study the East Coast Route is not included.

The study will consider stakeholder current and future aspirations for rail and will identify associated key constraints such as capacity, performance and journey time. The study will provide an indication of rail scheme investment "options" that could be progressed by potential "funders" to Strategic Outline Business Case (SOBC). Central Government funding can be sought through the Network Rail Enhancement Pipeline process (RNEP).

### **1.2 EMR Lincolnshire Regional railway update:**

Craig Leaper (Senior Commercial Strategy Manager) and Laura Etheridge (Stakeholder Manager) from East Midlands Railway, will update Members on regional service enhancements delivered in May and services expected December 21 delayed to 2022/23 because of various challenges but primarily due to Covid impact.

East Midlands Rail (EMR) planned to restore the pre Covid level of train service in May 2021 and some additional regional service enhancements as originally specified to be introduced in the East Midlands Franchise (now ended).

Unfortunately, East Midlands Rail were unable to maintain regional service reliability as services were uplifted in May, this was due to a number of factors:

- Rolling stock - fleet reliability

- Resources –staff sickness/absences, driver training & industrial relations

In June regional services were reduced to recover reliability and service recovery will be progressed again with uplift planned for December 2021.

### **Further Service Background**

Regional Service enhancements specified in the EM Franchise 2019 (now ended)

Delays continue to the provision of specified train service enhancements that were scheduled for December 2020 and December 2021 timetables because of the impact of COVID-19.

December 2020 timetable service enhancements were delayed until May 2021.

EMR Regional improvements included:

- **Nottingham, Grantham to Skegness** – summer services operate year-round with additional peak services Between Nottingham and Grantham. Later weekday evening services.
- **Lincoln to Grimsby Town** – more daytime services with a more consistent timetable. Leicester to Lincoln services will extend to Grimsby Town every two hours.
- **Lincoln to St Pancras** via Nottingham - additional 1tpd each way (one additional service delivered at present time to St Pancras)

December 2021 timetable service enhancements will be delayed into 2022/2023.

EMR Regional improvements included:

- **Enhanced GNGE service** - this will provide a significant uplift to an hourly weekday and Saturday service that will operate between Doncaster and Peterborough via Lincoln.

A Sunday summer service will operate at this time between Doncaster and Lincoln providing 5 trains/day each way, there is currently no regional passenger service provision on a Sunday on this route. However, no Sunday service is specified for GNGE between Lincoln and Peterborough.

### **1.3 Update on the Transport for East Midlands (TfEM) and Department for Transport (DfT) Rail Collaboration Agreement**

Kyle Butterworth (Head of Rail Improvement for East Midlands Councils) will update Members on this unique and collaborative agreement that enables local leaders in the East Midlands to have a more influential and informed role in deciding how rail services can support improvements across the region that are provided by East Midlands Railway (from August 2019).

The Rail Collaboration Agreement is supported within the TfEM Strategic Statement that sets out expectations for regional rail investment and an improved customer offer. The strategic statement will inform regional engagement with the emerging Great British

Railways, Network Rail, train operators and sub-national transport bodies like Midlands Connect and Transport for the North.

The TfEM Strategic Statement can be viewed in the report appendix (Appendix A).

Cllr Richard Davies, Vice Chair of TfEM and transport lead at Lincolnshire County Council has shown support for this agreement:

*“This Collaboration Agreement for the first time gives a direct voice to councils and local stakeholders in the management of our rail services. This can only be good thing for the urban, rural and coastal communities that make up the East Midlands. I look forward to working with Government and EMR to unlock the potential of the railway to grow our economy and create jobs”.*

## 2. Conclusion

The Highways and Transport Committee is invited to consider and comment on the various rail proposals outlined by the rail industry representatives and to discuss the recovery of rail and role in supporting the regions communities and economic growth.

## 3. Consultation

### a) Risks and Impact Analysis

N/A

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transport for East Midlands Rail Strategic Statement Refresh

## 5. Background Papers

Document title	Where the document can be viewed
Great British Railways: The Williams – Shapps plan for rail	<a href="#">Great British Railways: Williams-Shapps plan for rail</a>
The Integrated Rail Plan for the North and Midlands EMC and TfEM joint statement	<a href="#">Integrated Rail Plan for the North and Midlands - GOV.UK (www.gov.uk)</a>  <a href="#">Reaction to the Government’s Integrated Rail Plan: Joint Statement from East Midlands Councils and TfEM (18.11.21) (emcouncils.gov.uk)</a>

This report was written by Jayne Wingad, Rail Policy Officer, who can be contacted on 07500 227328 or by e-mail at [Jayne.wingad@lincolnshire.gov.uk](mailto:Jayne.wingad@lincolnshire.gov.uk).



Transport for the East Midlands (TfEM) is the joint committee which brings the Local Transport Authorities in the region together under the auspices of East Midlands Councils (EMC).

In the East Midlands, transport spend per head has been significantly below the UK average level for all of the last 25 years, declining to just 58% of the UK average in 2019/20, the lowest level of any UK region or nation. In particular regional rail services have lacked investment.

**Our strategic vision for rail is to facilitate sustainable patterns of movement and drive economic growth in the East Midlands by increasing connectivity for people and businesses within the region, and with the rest of the UK. There is a clear case for growing rail in the East Midlands which is key to address the Climate Change emergency that many Local Authorities have recognised, and to 'Level Up'.**

Rail has experienced high user growth in the 25 years prior to the pandemic. The East Midlands was one of only two regions of continuous passenger growth since 1995. During that time, it was identified that rail capacity and connectivity in the region was insufficient to support housing growth, job growth and population growth. The population of the East Midlands is projected to rise to 5.2m by 2031, which is significant growth relative to other regions, spread across a diverse polycentric region, with many towns now with 10k+ populations and growing. The East Midlands has 397k businesses which grew by 11.4% in 2019-20, growth far more than any other region.

Rail has an important role to accommodate this growth, lead recovery post-pandemic, and also support long-term levelling up. The UK is one of the most spatially unequal economies in the developed world, and the gap is growing. 17 out of 40 of the worst ranking local authorities for social mobility are in the East Midlands.

Transport investment is a key driver of productivity and economic growth. Declining relative productivity means the recent level of GDP growth performance cannot be sustained. Boosting transport spending in the East Midlands towards the UK average to stem relative decline will help improve productivity and growth in the East Midlands and benefit the whole of the UK economy.

The TfEM Rail Strategic Statement outlines the Boards vision for continuous improvement of rail in the region, encouraging modal shift and transport decarbonisation, and supports the innovative rail collaboration agreement TfEM have with the DfT, to be continued in the future with Great British Railways (GBR).

## For Passengers, Businesses and rail Freight users we are asking the Government and GBR to:

- ⇒ **Commit to a long-term rail network plan and enhancement funding settlement.** Reduce the uncertainty for Transport Planning Agencies, Businesses and Employees, and the inefficient burden on Local Transport Authorities to bid competitively for ad hoc transport funds. Smooth the reactive 'boom and bust' supply chain demands, build skills, and tackle enduring network constraints with an enhanced network blueprint approach.
- ⇒ **Adopt a new decision-making approach to ensure a new balance of regional growth.** This will require changes to the current 'virtuous cycle' processes and should increase the weight of the pro-active pursuit of targeted East Midlands rail growth. This must be an explicit mandate for the GBR region.
- ⇒ **Sustain a well-phased buoyant pipeline of regional rail enhancements,** and immediately establish an industry task force (in advance of GBR being established), with Local Authorities, Transport Planning Agencies and Passenger Groups, to develop urgent incremental enhancements in the period to 2030, in parallel to the long held strategic goals - which appear at a more distant horizon.
- ⇒ **Ensure more trains run on time.** Ensure key rail industry partners plan and maintain track and train to perform safely and as planned without further sacrificing the relative low service base in the East Midlands. Instead strive harder to serve a 7-day economy with a reliable service. Where possible simplify accountability with multi-operator conflicts, mitigate service improvement inhibitors, and ensure stations are managed by those that primarily operate the services. Prioritise the value of more staff on trains and at stations. Improve industry strategic resilience to climate change, incident response, and medium-term labour skills shortages (with recruitment strategies to include the pursuit of diverse teams with local mixed-grade opportunities). Avoid recent trends in Timetable change failures with strengthened governance, and ensure customers have clarity over their complaints when GBR is established with the new Operators. Normalise that the railway communicates with customers with real time information throughout.
- ⇒ **Budget for well-resourced integrated multi-modal transport planning and rail delivery organisations.** Through a strengthened Transport Focus and GBR Region, respond to the voice of the customer, future business asks, and future demographic needs, with a new mandate to rail agencies to specify East Midlands specific rail enhancements based on a forensic understanding of places, people, and trade. Collaborate on rail investment decisions with Regional Government and go further to engage with stakeholders in a more regionally responsive way on public transport choices, and spatial planning of rail capacity integrated with housing, jobs and population growth. We want to build consensus around objective,

evidenced, shared objectives; and this will require a deeper understanding of new travel patterns and an increase of rail case evidence to be put in the public domain to make levelling up transparent.

⇒ **Deliver concrete policies to enable the Governments Transport Decarbonisation Plan published in July 2021.** Work with Local Authorities climate action plans and the energy industry partners to help Transport achieve rail net zero by 2050. Each freight train removes 43 to 76 lorries from the roads so develop joint freight modal share targets and boost the East Midlands as a strategic rail freight region with integrated SRFI and Freeport demands to support wider business agglomeration in the region. Support the network to utilise existing freight paths and decarbonise those freight miles further. Adopt the technologies the market can bring to bear for rail freight, but do not expect the market to adopt modal shift quickly enough without Government leadership.

⇒ **Urgently recognise that a better deal for passengers is in the national interest,** and that transparent, equitable, competitive fares, and modern ticketing, are keys to sustained patronage and overall revenue. As the pandemic travel restrictions abate, and GBR emerges with a mandate for fare and ticketing reform; seek to simplify the complex historic structure with standard core products. With an annual season ticket already 10-20% of average disposable income, mitigate the associated rail user costs beyond the fare, and adopt targeted positive marketing and initiatives that support user growth and reductions in private car use. Ticket prices for journeys on 'new trains' such as the Aurora or HS2 fleets should not be set that erode their capacity benefits.

There is no reason that the East Midlands could not target customer service scores of the best in the country. This could include initiatives such as "named" assistance staff for familiarity; and seek to match the ambitions adopted elsewhere for accessibility notice of 2 hours. Operators leading on best practice through customer insight will be essential.

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### ... and to work with East Midlands regional authorities to prioritise network enhancement...

Whilst we recognise national short-term uncertainty as the industry returns from enforced travel restrictions, the East Midlands is not a candidate for a sustained reduction in services or train capacity. Immediate reinstatement of Train Service Requirement (TSR) planned services should be a minimum. Further enhancement should be efficient and effective but relentless to prevent the region from falling relatively further behind still.

- ⇒ The 7-year East Midlands Rail (EMR) operating contract commenced in 2019 promises a number of long-sought improvements to the East Midlands services and quality of trains, progressively commissioned up to 2022/23 - and is no more than the minimum the region deserves. **The 2019 operator franchise Committed Obligations must be delivered as expected.** Specifically, timetable, station enhancements, and the introduction of refurbished trains and new Bi-Mode electric intercity units. The expectation is that the Operator and Network Rail with GBR, will be incentivised by Government to seek to put passengers first and adopt further continuous improvement through to the adoption of an ambitious East Midlands operator Passenger Service Contract.
- ⇒ **In-reach timetable enhancements and optimisation changes inhibited due to operational management choices should be challenged** such that *everyday of the week*, trains run earlier, later, and regularly – which can be limited by choices such as the rostering of signalling staff.
- ⇒ **HS2 must be delivered in full.** The segregation of lines will improve journey times, provide critical links, and release key capacity on the West Coast, MML and East Coast arterial lines to better serve regional needs and freight. The region has committed to supporting the railway with associated industrial and regenerative investments through the East Midlands Development Corporation, East Midlands Freeport and ‘Access to Toton’ programmes. A post-IRP impact assessment will need to be prioritised at pace and with no curtailment to ambition, in order to ensure the region can make the most of HS2 and realise the step-change in connectivity needed from the East Midlands to other regions, and the transformation of the mixed-use mainlines in the East Midlands for regional services (e.g. Trent Junction, Erewash to MML, ECML regionals). The East Midlands must not be excluded from the transformational connectivity, capacity and inward investment that HS2 will attract.
- ⇒ The DfT ‘Rail Network Enhancement Pipeline’ (RNEP) identifies the current development commitment for strategic schemes such as Leicester Area Capacity, which should be ballasted by commitment to the Leicester Station Masterplan. Leicester is a Midlands Engine City held back by its rail infrastructure and current compromised connectivity – the worst of any big city in Britain. **Transformation of Leicester Station and area network capacity will provide benefits to customers and businesses across the region as a whole.** Lincoln, Bedford, Grantham and Nottingham hubs have medium-term strategic need for similar planning treatment, as their horizon for incurring unacceptable network constraints can be foreseen.
- ⇒ The UK railway would benefit from the canopy of a network wide business case for enhancement enabled by **repeated installation of technologies to the network** as a whole. **A commitment to a prioritised rolling programme** of upgrades should apply to:
- ✓ An Accessibility and Security minimum standard for all Stations and Trains – no longer ‘If’ but ‘When’.
  - ✓ Rail 5G rollout ensuring the unique rail productive passenger offer is maximised.

- ✓ Digital train control twinned with associated junction and terminus works.
  - ✓ Electrification twinned with an electric rolling stock cascade
- ⇒ **The East Midlands has a strategic advantage to continue a rolling wave of network-wide Electrification**, as Bi-Modes are planned for introduction to the MML intercity route from 2022. Electrification should not inadvertently crowd-out vital capacity and linespeed works - so efficient delivery sequencing is paramount. Any discontinuous electrification should be seen as an interim solution to support phased rollout of full electrification such that Bi-Modes can roll off to other routes to be replaced by full electric stock on the MML which are greener, faster, and more cost efficient. Confirmation of more new electric rolling stock adopted across the East Midlands regional routes, and a more intense service would make a joined-up case.
- ⇒ The East Midlands is planned to be the largest region for operation of 20yr+ diesel class 170s. Given lead times, the planning for **diesel rolling stock replacement in the East Midlands should be commenced now across all regional operators for a safe, accessible, fast and reliable green fleet**. The rolling stock strategy should go hand in glove with the Traction Decarbonisation Network Strategy, and also optimise the infrastructure tactically with the rolling stock capability. There is a near-term opportunity to adapt existing diesel rolling stock, in order to offer low carbon energy and low emission solutions for use at Stations and other identified Air Quality Management Areas.
- ⇒ As the Multi-Modal Transport arm of the Midlands Engine, 'Midlands Connect' plan to deliver strategic rail improvement at scale and should receive commitments in order to maximise their efficiency and effectiveness. This includes the **Midlands Engine Rail Hub which aims to provide a step change in journeys between Leicester, Derby and Nottingham to Birmingham** (including interface with the future Curzon Street interchange station) which only currently occupy low modal share.
- ⇒ Rail is particularly uncompetitive for journeys between many areas in and out of the East Midlands. One stark example is **between Leicester and Coventry where there is no direct rail service despite the cities being less than 30 miles apart**. Midlands Connect have identified a means to unlock this at good value for money, and **we now want to see it achieved at pace**.
- ⇒ There are areas of the existing rail infrastructure that are enduring constraints, where the cost of intervention outweighs the benefits from a single proposal to enhance a service. These pinch points require a centrally driven mandate to consolidate otherwise disparate benefits into a portfolio of network future proofing, such that enduring infrastructure constraints are progressively overcome in a value for money way e.g. overcoming Newark Flat Crossing to benefit the ECML, freight to Immingham Port, and the **reinstatement of frequent fast journeys between Lincoln and Birmingham**.

- ⇒ Long Distance journeys to London saw timetable improvements in 2021 - and this goes to prove enhancement at scale can be achieved without cost escalation. The MML is still behind other Intercity lines with St Pancras as a major constraint. But long-held demands for **competitive journey times to the Capital** are now closer in touch, **such as Leicester within an hour, and Nottingham within 90mins. More ambitious direct connectivity for Lincoln, Grimsby and Mansfield** should also be planned to enable rail to become the dominant mode for long-distance travel, in turn enhancing local services so that additional stops are no longer required on long distance journeys.
- ⇒ There are ‘burning platforms’ **whereby existing services are forecast to perform sub-optimally, or experience regular overcrowding. Relief of these cases should be time-constrained, with interventions planned in advance of passengers being impacted.** An example could be between Nottingham and Mansfield, where constraints of a shared line between rail and light rail is challenging; or assessment of train lengthening where standing is too common. The impacts of climate change on rail, prevalence of local temporary speed restrictions, and ease of trespass, are all currently sub-optimal for a mature engineering industry and will impact passengers through poor performance without strategic treatment.
- ⇒ With the introduction of faster trains, **linespeed improvements should be optimised to seek car competitive journeys.** Examples could be between Nottingham and Skegness, Derby to Crewe, Oakham to Birmingham and Peterborough, and level crossing closures. Synergies with renewals is an efficient means, and any planned renewals should be enhanced to a future network blueprint.
- ⇒ TfEM support the development of a TSS blueprint to identify a step change in ambition for rail frequencies in the region including **new direct community-to-community connectivity.** In addition to services already mentioned, this should include strategic connections for the East Midlands to Manchester, Cambridge and Leeds which are currently sub-optimal:
  - Demand to the North-West region from the East Midlands was the fastest growing in 2018/19. Leicester and Derby are, respectively, the biggest centers within 100 and 75 miles of Manchester without through trains.
  - With the affinity between their science, biomedical and business communities, there is demand for better links between Cambridge and Nottingham.
  - East-West regional connectivity within the East Midlands can be improved such as Northampton to the MML, East Midlands to Anglia, and improved connections to the ECML.

...The burden of the expectation to interchange affects journey times and rail appeal and inhibits patronage and the economic returns of rail to the East Midlands.
- ⇒ It is possible that the region will benefit from some of the wider national investment in the development of restoring railways to passenger use, specifically for the **restoration of mass public transport to areas of transport poverty.** TfEM welcome this stimulus to assess schemes that many Local Authorities and Community Partnerships have campaigned to get on the

agenda. There are also communities that have grown since the peak reach of the UK rail network, and now warrant genuine consideration of initial or improved rail connectivity. Examples could include Coalville, Ollerton, Staveley Town, or Daventry. In South Derbyshire (Swadlincote) and North-West Leicestershire (Ashby, Castle Donington) locations without rail have had population growth above 8% between 2014 – 2019, which makes them part of the top 20 places for population growth in the UK. Unusually, there is no direct local Airport connectivity by rail in the region. For populations where rail is simply insurmountable a strategic coach connected to the rail network should be considered. Where rail exists but is under-served, these areas should be identified for strategic modal shift acceleration as rural hub stations, such as Retford and Oakham, integrated with the local transport plans. The rail network needs deeper changes in some regions to correct historical development. Mansfield has particularly low rail station entries/exists compared to its population, and the slow infrequent 'Joint Line' through Spalding, Sleaford, Lincoln and Gainsborough is underdeveloped for the population size it serves. Lincolnshire train services require a standard, connecting, all-day pattern.

- ⇒ For too long Local Transport Authorities, Community Rail Partnerships and Operators have been under-supported to get scheme initiation off the ground, with ad-hoc competitive funds, and unrealistic expectations by Government from preliminary assessments, that have stymied momentum on meaningful local changes – specifically on Accessibility. East Midlands areas feature in the top tier of disability prevalence. **The burden must be shifted to a new approach where stations and trains across the network are enhanced to meet a minimum public inclusivity standard.** Examples are Alfreton, Beeston, Duffield and Bingham which are just a sample of community centered stations which are not currently step-free. Other incremental improvements could include wayfinding, changing places, and on-board security and inclusiveness. Accessibility is a diverse ambition which needs regular, meaningful, expert, and user-led reviews of the rail offer to shape the minimum standard criteria.

## We will:

- ⇒ **Provide regional input** to GBR and the Department for Transport with their Operational Management choices, starting with the post-covid recovery and the pre-GBR 30-year 'Whole Industry Strategic Plan'. Seek further deepening of the role of the innovative TfEM Collaboration Agreement.
- ⇒ **Seek to ensure both the voice of the passenger is heard and guide the rail industry to be more regionally responsive.** Seek objective evidence on decisions from Government and scrutinise apparent inertia.

- ⇒ Seek intelligence to adopt an informed view of progress of committed rail investment. Help **drive the pipeline including reaching out to other regional representatives to make the case with unity**. Support the LTAs and associated CRPs with promotion cases.
- ⇒ **Respond to industry reform and emerging policy in the interests of the whole East Midlands region**. Support regional planning and growth efforts with partners (Midlands Engine, LEPs etc). Where appropriate, supplement the rail industry agenda with direct contributions and/or original insight.

**Annex 1:**

	<b>Intercity</b>	<b>Regional Hub</b>	<b>Local</b>
	<b>London North Eastern Railway / East Midlands Railway</b>	<b>CrossCountry / TransPennine Express / East Midlands Railway</b>	<b>Northern Rail / East Midlands Railway</b>
<b>Capacity</b>	Capacity to meet needs with 100% seating	No one standing for longer than 20 minutes and no one left at the station	No one standing for longer than 20 minutes and no one left at the station
<b>Quality</b>	<p>Comparable feel to other Mainline offers (e.g WCML) into London, through investment in new trains.</p> <p>For East/West destinations then a comparable feel to other regional express offers (e.g Trans-Pennine).</p> <ul style="list-style-type: none"> <li>• Unconditional, free, reliable and fast WiFi continuously for the full journey duration</li> <li>• Air Conditioned</li> <li>• Fully accessible</li> </ul>	<p>Comparable feel to other regional express offers.</p> <ul style="list-style-type: none"> <li>• Unconditional, free, reliable and fast WiFi continuously for the full journey duration</li> <li>• Air Conditioned</li> <li>• Fully accessible</li> </ul>	<p>Comparable feel to other local service offers.</p> <ul style="list-style-type: none"> <li>• Unconditional, free, reliable and fast WiFi continuously for the full journey duration</li> <li>• Attractive and clean toilets</li> <li>• Fully accessible</li> </ul>
<b>Journey time, connectivity and frequency</b>	<p>90mins Nottingham to London, 60 minutes Leicester to London and similar journey speed on other London routes.</p> <p>90mph train speed capability (ave. 60mph) on express services to other cities in adjoining regions, including West Midlands, Yorkshire and the North, Lancashire and Cambridge.</p> <p>Clock-face timetable and standard platforming.</p>	<p>90mph train speed capability (ave. 60mph) express services between the four Regional Hub stations of Derby, Leicester, Lincoln and Nottingham (and beyond).</p> <p>Services designed to connect into Intercity services.</p> <p>Connectivity to regional airports.</p> <p>Clock-face timetable and standard platforming.</p>	<p>Faster than the car alternative.</p> <p>Services designed to serve local communities and connect into the four Regional Hubs and Intercity services.</p> <p>Clock-face timetable and standard platforming.</p>
<b>7 day railway</b>	<p>Sunday services comparable to Mon-Sat</p> <p>First and last services to be timed to meet current needs (min 06:00-22:00) with airport station services timed to meet the staff, customer check in and evening flight times</p>	<p>Sunday services comparable to Mon-Sat</p> <p>First and last services to be timed to meet current needs (min 06:00-22:00) with airport station services timed to meet the staff, customer check in and evening flight times</p>	<p>Sunday services comparable to Mon-Sat</p> <p>First and last services to be timed to meet current needs (min 06:00-22:00) with airport station services timed to meet the staff, customer check in and evening flight times</p>
<b>Ticketing</b>	<p>Easily understood and well promoted, value for money tickets which are easy to purchase and support integrated travel options.</p> <p>Smart ticketing provided in collaboration with Midlands Connect.</p> <p>Fares should be equitable and comparable to service characteristics.</p>	<p>Easily understood and well promoted, value for money tickets which are easy to purchase and support integrated travel options.</p> <p>Smart ticketing provided in collaboration with Midlands Connect.</p> <p>Fares should be equitable and comparable to service characteristics.</p>	<p>Easily understood and well promoted, value for money tickets which are easy to purchase and support integrated travel options.</p> <p>Smart ticketing provided in collaboration with Midlands Connect.</p> <p>Fares should be equitable and comparable to service characteristics.</p>

Transport for the East Midlands, East Midlands Councils, First Floor Office, South Annexe, Pera Business Park, Nottingham Road, Melton Mowbray, Leicestershire, LE13 0PB

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>13 December 2021</b>
Subject:	<b>Performance Report, Quarter 2 – (1 July 2021 – 30 September 2021)</b>

**Summary:**

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

**Actions Required:**

The Committee is invited 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 November 2021;
- Lincolnshire Highways Performance Report Year 2, Quarter 2;
- Highways and Transport Complaints Report, Quarter 2

### **Major Highway Schemes Update**

The Authority has three major highway schemes:

- Grantham Southern Relief Road
- Spalding Western Relief Road

- North Hykeham Relief Road

There are a number of other major highway and other infrastructure projects which are of a significant scale and may have a major impact on the County and surrounding area. All of these schemes are included in the Major Highway Schemes Update November 2021 found as Appendix A to this report.

## **Lincolnshire Highways Performance**

### **Performance**

Quarterly performance was reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire County Council (LCC) Highway Performance Report for Year 2, Quarter 2 can be found in Appendix B. This covers the period of July to September 2021.

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

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 66.0%
- Professional Services Contract Performance Indicators (WSP) – 75.5%
- Traffic Signals Term Contract Performance Indicators (Colas) – 88.0%
- Client Performance Indicators (LCC) – 66.0%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 79.0% (provisional)

The scores have generally maintained as the same level as last quarter however some measures are still low scoring.

Workshops have continued to be arranged to focus on these areas to improve scores. Performance is expected to improve in Year 2.

The Client measures have scored their highest so far and shows that improvements are being made.

### **Highway Works Term Contract**

The Highways Work Term Contract delivers a large amount of the key highway service, with maintenance of carriageways a priority. Minor reactive works are used predominantly to address safety issues and faults within the carriageway and footway network.

In Q2 of 2021/22 we repaired 12078 faults including 10084 carriageway potholes (including edge potholes). We have fixed 371 gully grates, 384 footway potholes, 513 footway slabs, replaced 16 gully pots completely, as well as carrying out 189 kerbing jobs, 191 minor tree jobs and we have repaired or replaced 141 signs.

Carriageway Edge Works	1705
Carriageway Potholes	8379
Cleaning (Signs)	2
Covers   Gratings   Boxes	371
Footway / Cycle (Flexible Surf)	1
Footway Potholes	384
Footway Slabs   Stone	513
Grips (Dig)	9
Grit Bin Refil	6
Grit Bin Remove   Install	3
Gully Pot	16
Hedges   Trees   Vis Splays	191
Kerbs   Edgings   Channels	189
Make Safe Furniture & Posts	18
Overgrown Verge Repairs	138
Pedestrian Guardrails	5
Road Markings - Studs	4
Signs   Posts & Fixings	141
Standing Water (Signs   Cleanse)	3
<b>Grand Total</b>	<b>12078</b>

During the second quarter we have completed 7 miles of carriageway micro-surfacing, 27 miles of carriageway patching and surfacing, 41 miles of footway resurfacing and reconstruction, cut 16,000 miles of grass and cleansed 40,000 gullies.

<b>Work Types</b>	<b>Miles</b>	<b>Schemes</b>
Cycleway Improvements	1	2
Drainage Improvements		7
Footway Reconstruction	2	4
Footway Micro Asphalt	38	123
Main Line Replacement		1
Carriageway Patching	9	10
Carriageway Recycling	7	9
Carriageway Resurfacing	11	28
Street Lighting Replacement		5
Structures Improvements		5
Carriageway Micro Surfacing	7	56
Surface Dressing Works		
Traffic Signals Improvements		2
Highway Improvement Works		

### **Minor Works Gangs**

The Community Maintenance Gangs delivered various different 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).

717 individual jobs of this type were completed across the County in Q2 of 2021/22 and we look to replicate this volume going forwards. This included 78 tree jobs, 101 carriageway sites, 83 drainage jobs and 52 jet-patching sites.

Jetting (Off Prog)	213
Arboriculture Works	78
Carriageway (Minor Works)	101
Carriageway Edging (Minor Works)	25
Community Gang	6
Drainage (Minor Works)	83
Footways (Minor Works)	60
Ironworks	6
Jet Patching (Minor Works)	52
Kerbing (Minor Works)	11
Patching (Minor Works)	22
Street Furniture (Minor Works)	34
Verges - Ditches (Minor Works)	26
<b>Grand Total</b>	<b>717</b>

### **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 2 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 Q2 is 75.5 out of 100, slightly down on the 2021 Q1 score of 79.0.

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 Lincolnshire County Council delivering against Department for Transport (DfT) requirements for new highway infrastructure schemes. Separately WSP colleagues continue to engage with local Science Technology Engineering & Maths (STEM) activities supporting multiple students at both Lincoln College and the University of Lincoln.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost with an average score of 7.6/10 for Y2 Q2; slightly down on the previous quarter. There are specific items within the TSP action plan which look to continue improvements in performance in this area.

There is 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 Q2 is 59/69 (85.51%), 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 through an action plan to improve performance in this area.

Performance of ongoing highways schemes has been maintained during continued homeworking arrangements with the locally based LCC & WSP teams continuing to be integral to the delivery of highway improvements including successful delivery of Welton A46 Roundabout and continued 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 Q2 PIs continue to be solid with an overall score of 90, an increase of 4 from Q1. There had been a jump in score for PI 8 from 0 to 10 (Task Orders carried out in compliance with Traffic Management Act 2004), but this was offset by a reduction in score from 10 to 4 for PI 3 (attendance times at emergency faults). This is borne out by the figures shown below.

Overall statistics for Q2 are as follows:

- 97 emergency faults (2-hour response) of which 93 were attended in time (95.9%)
- 339 standard faults of which 339 were attended in time (100%)
- 32 requests for signals to be switched off for road works

The Traffic Signal Capital Programme for Q2 saw the completion of the following works:

- Newark Road/Station Road/Moor Lane, North Hykeham - junction refurbishment & pedestrian facility improvements
- St Catherine's (Dudley Road), Grantham – resurfacing and white lining works, refurbishment postponed to January 2021 due to lack of Balfour Beatty resource
- A17/A15 Holdingham Roundabout – commencement of cabling works for new signalised junction

There were some major delays at the Newark Road/Station Road works in North Hykeham due to a number of factors; lack of Balfour Beatty resource due to Covid as well as other major schemes competing for resource; discovery of an Anglian Water leak that flooded the North West area of the junction; Colas having difficulty in adapting to the new type of controller that we have chosen to use (Siemens ST950 ELV). These lead to a 10-day delay in completing the works, which should have been finished before the schools went back after the summer holidays. We have carried out a formal “lessons learned” review of the scheme with both contractors which has identified improvements going forward.

## **Innovation**

Nothing to report this quarter.

## **Complaints**

Customer Complaints relating to highways and transport have seen a decrease from the last quarter by 4%. There has however been a 269% increase when compared to Q2 of 2020/21. The level of complaint escalations from our area has decreased from 0% last quarter to 3% of complaints escalated this quarter.

The complaints are of a varied nature, however the highest reason related to home to school transport which accounts for 30% of complaints. A further 22% related to pothole repairs.

The full Highways and Transport Complaints Report Quarter 2 July to September 2021 can be found as Appendix C.

## **Social Value**

A number of social value initiatives are underway across the service. Recruitment has seen 5 apprentices in place with our three main partners and a number of others throughout our major scheme contractors. Further to this, two graduates are in position along with a Year in Industry placement and member of the Kickstarter Programme.

Support offering for education provision is taking place throughout the contracts from Science, Technology, Engineering and Mathematics (STEM) Ambassadors and visits for schools through to Diplomas in Construction and Built Environments. These are supported by providing mentoring opportunities, direct project experience, site visits and Highways staff taking part in the teaching curriculum.

The offering to Councillors through the bespoke Highways Councillor App continues to develop and we are looking at better ways of being able to communicate key information through this route.

Work is continuing, to assess and plan the Councillor suggested schemes, which will make use of the volunteering days that have been committed to, by our partners, where two days per employee are available for schemes that offer direct benefits to the communities that we work in.

## **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 though several key areas for improvement exist which the service is working hard to drive positive change. A few key

risks are also currently impacting the service, not least the challenge around materials and resources, which is making these improvements more difficult to achieve.

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

### 3. Appendices

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

### 4. Background Papers

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

This report was written by Paul Rusted, Head of Highways Services, who can be contacted on 01522 782070 or [paul.rusted@lincolnshire.gov.uk](mailto:paul.rusted@lincolnshire.gov.uk)

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## **Appendix A**

### **Major Highways Scheme Update – November 2021**

#### **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 signage, final surfacing under the bridge, landscaping and defect correction. Planned completion of this phase is December 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 extensive ground works, embankment preparation, ground water management and pre-bridge foundation preparation. Planned completion of this phase is 2023, however there are many risks between now and then they may 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 projects is now being progressed with an aspirational start in 2025. Works are currently focussed on a feasibility stage with the potential contractor and designer. Following this stage, which is planned to be complete by the end of this year a detailed cost forecast and programme will have been developed. These details will be presented to the Executive for a key decision on 5 April 2022 and if approved LCC will enter contract with the Design and Build Contractor. Following that the next milestone will be a planning application submission in 2023.

#### **Spalding Western Relief Road**

Section 5 (Northern Connection) – In February 2018 SHDC in collaboration with LCC were successful in securing £12m from the HCA for delivering this section of the SWRR. Since then a further £8.13m has been sourced from the HCA. Enabling works have commenced on site, which includes archaeology investigations, some vegetation clearance, utility diversion preparation and property demolition.

The land transfer agreements have now been formally completed and the contractor is completing the final target cost estimate for mid November 2021. The costs are very likely to increase as a result of material price increases and the previous bridge manufacturer going into administration. Works are planned to start January 2022.

### **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 on programme to be completed by the end of 2021. Construction works are largely complete with the focus now on installing the traffic signals and optimising the phasing.

### **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 they were postponed and recommenced in September 2021. Due to the need to accommodate Cadent Gas this has extended to programme by months which when combined with vacating the site between May and September has caused the completion date to move to Spring 2022.

### **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 and around the Lincolnshire Coastal Highway. 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.

### **Levelling Up Fund Projects (LUF)**

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

- A16/A151 Springfield roundabout 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 October 2021 it was announced that the bid had been successful. In advance of the positive outcome detailed feasibility studies for each project were being progressed, which are planned to be completed February/March 2022. Following the completion of the feasibilities the projects will commence detailed design with a view to them all being completed by the end of 2024.

### **Major Route Network (MRN)**

Midlands Connect 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.

In early October LCC was informed they had been successful with the bid to develop the business case for dualling the A17 between the east and west junctions of Heckington. The Business Case is due to be completed Summer 2022.

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**Lincolnshire Highways  
Performance Report**

**Year 2 Quarter 2 - July to September 2021**

***Prepared November 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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Lincolnshire County Council Highways  
Performance Report  
Quarter 2 2021/22

**Highways Works Term Contract  
Performance Summary**

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	
HWTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>8 Achieved</b>	<b>8.0</b> ↓	9.0	8.9		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved
HWTC PI2	Response times for emergency works	99.5%	<b>99.15%</b>	<b>8</b> ↑	6	3.5		Out of the 591 emergency jobs over the quarter, 586 achieved the required response rate.
HWTC PI3	Tasks completed within timescales - Reactive Works	99.0%	<b>75.05%</b>	<b>0</b> ↔	0	0.0		7901 out of 10527 jobs were completed on time
HWTC PI4	Tasks completed within timescales - Planned Works	99%	<b>97.7%</b>	<b>8</b> ↓	10	9.0		130 jobs out of 133 were completed within anticipated timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	<b>99.36%</b>	<b>10</b> ↔	10	9.0		This quarter there were 8 FPNs for non-compliance of TMA on 1245 completed JVs.
HWTC PI6	Quality assessment of workmanship	95%	<b>TBC</b>	<b>10</b> ↑	8	9.0		The data used for this quarter is still to be finalised. As such score has been left as 10 but may reduce depending on compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	<b>33.91% Notifications; 98% Target Costing</b>	<b>4</b> ↔	4	2.5		Out of 115 Contract Notification 39 were acknowledged in appropriate timescales. Circa 98% of jobs requiring a Target Cost did so within 4 weeks of works commencing.
HWTC PI8	Street Lighting Service Standard	98.5%	<b>80.49%</b>	<b>0</b> ↓	6.0	1.5		The fault repairs and Sox Lantern replacement work has remained good but a reduction in routine maintenance activity has reduced the overall score.
HWTC PI9	Gully Maintenance	95%	<b>91.40%</b>	<b>8</b> ↓	10	9.0		The target cleanse for Quarter 2 was below target, however the cumulative total for the year is ahead of target.
HWTC PI10	Winter/Summer Maintenance	On Track	<b>100.00%</b>	<b>10</b> ↔	10	10.0		All summer maintainance was completed on time.

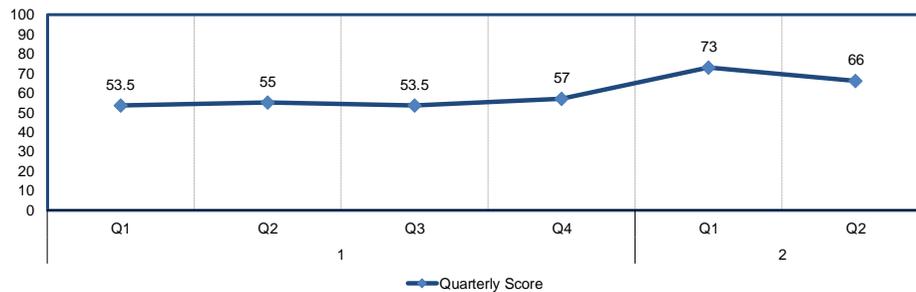


<b>Total</b>	<b>66.0</b> ↓	<b>73.0</b>	<b>62.4</b>
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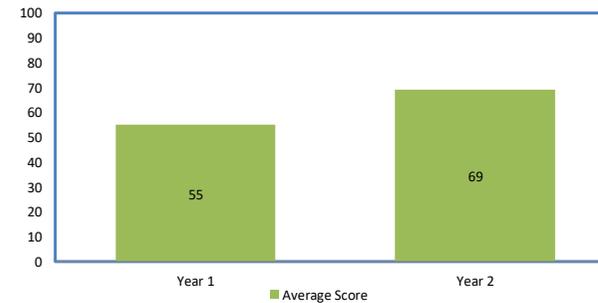
Overall Summary

The score for this quarter has decreased from 73 points to 66. This score shows the continuing improvements been made by the contractor. Whilst the score has increased there are still improvements required in PI7 Contract Notifications, PI8 Street Lighting Service Standard and PI3 Reactive Works.

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



Yearly Average Highways Works Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 2 2021/22

Professional Services Contract  
Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
PSP PI1	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	<b>8.0</b> ↔	8.0	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 PI2	Continuous Improvement and Innovation	104k savings	<b>On Track</b>	<b>10.0</b> ↔	10.0	9.0		The annual target for savings in Y2 is 104K.
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	<b>98.2%</b>	<b>8.3</b> ↑	7.3	7.7		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 98.16% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	<b>92.55%</b>	<b>8.2</b> ↑	7.9	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 7.63 whilst Supervision was 8.76
PSP PI5	Overall Performance of Design and Supervision	85%-115%	<b>116.29%</b>	<b>5.0</b> ↓	9	7.5		The average Awarded Tender Value was 116% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value.
PSP PI6	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	<b>95.64%</b>	<b>9.0</b> ↓	9.6	8.7		Of the 8 completed schemes the average percentage of Original Quote compared to Actual Cost was 95.64%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	<b>85.51%</b>	<b>3.0</b> ↔	3.0	2.0		Out of 69 Contract Notifications 59 were acknowledged or actioned in appropriate timescales.
PSP PI8	Client Satisfaction of Design Service	>9.5	<b>6.45</b>	<b>4.0</b> ↔	4.0	5.0		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 6.45
PSP PI9	Continuity of Key Staff	No impact	<b>No Impact</b>	<b>10.0</b> ↔	10.0	10.0		No issues have been reported for any changes in staff.
PSP PI10	Time to fill a Vacancy	>90%	<b>No Vacancy Requested</b>	<b>10.0</b> ↔	10.0	0.0		No vacancies were requested to be filled so this measure has been deemed to score full marks.



<b>Total</b>	<b>75.5</b> ↓	79.0	74.9
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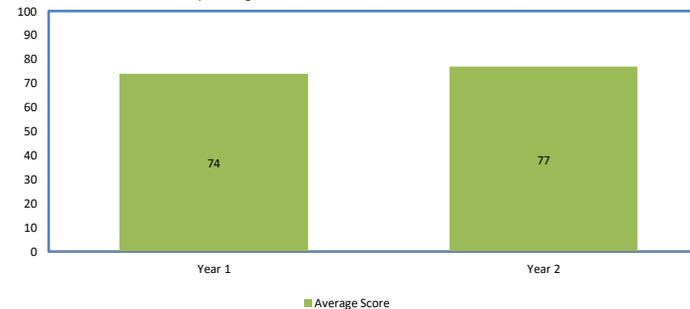
Overall Summary

The overall Professional Services Partnership score for 2021 Q2 is 75.5 out of 100. The main area requiring improvement is PSP PI7 Contract Notifications processed within required timescales.

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



Yearly Average Professional Services Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 2 2021/22

**Traffic Signals Term Contract  
Performance Summary**

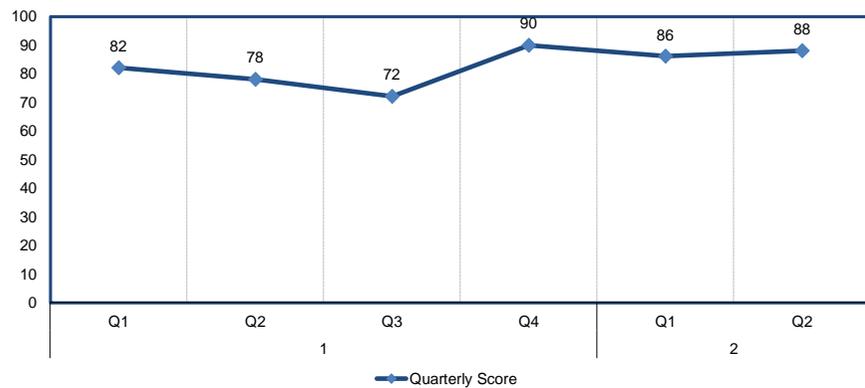
		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>8 Achieved</b>	<b>6</b> ↔	6	6.5		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved
TSTC PI2	Weekly works planning	29 Supplied	<b>29 Supplied</b>	<b>10</b> ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q2.
TSTC PI3	Response times for emergency works	None missed	<b>2 missed</b>	<b>4</b> ↓	10	7.5		95 emergency faults out of 97 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	<b>99.77%</b>	<b>10</b> ↔	10	10.0		431 faults out of 432 faults received during Q2 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	<b>100.00%</b>	<b>10</b> ↔	10	7.5		38 of 38 task orders that have been received during Q2 have been completed within the contract timescales.
TSTC PI6	% Task Orders completed free of remedial works	99%	<b>100%</b>	<b>10</b> ↔	10	10.0		0 remedial have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	<b>99.54%</b>	<b>10</b> ↔	10	8.0		430 out of 432 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	<b>100.00%</b>	<b>10</b> ↑	0	7.5		13 task orders out of 13 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	<b>On Track</b>	<b>10</b> ↔	10	10.0		The programme is current ahead of target at the end of Q1 for Y2.
TSTC PI10	Signal Optic Failures	30 or less	<b>31 sites</b>	<b>8</b> ↓	10	7.0		There has been a total of 31 sites where an Optic failure has occurred.



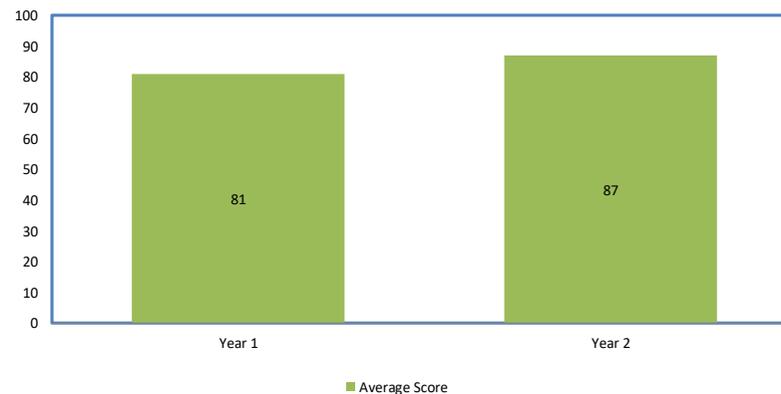
Overall Summary

<b>Total</b>	<b>88.0</b> ↑	86.0	84.0		The score for this quarter has increased from 86 to 88 points. This is due to a increase in task order being carried out in compliance in TMA. The score for the contractor remains high.
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Traffic Signals Performance Scores Over The Contract Period  
(Average score = 74)



Yearly Average Traffic Signals Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 2 2021/22

Client Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Client PI1	Client scheme proposals	Sept 20	Late	10 ↑	7	7.8		The Scheme Proposals for 2022/23 were due to be issued by the Client to the Contractor at the end of September. This was delivered on time.
Client PI2	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 PI3	Client Enquiry Response Times	100%	85.96%	5 ↑	2	2.8		Out of 10281 incoming enquiries only 8838 were actioned within appropriate time scales. The level has increased from last quarter and has scored 5 points.
Client PI4	Early Contractor Involvement	>98%	79.03%	0 ↔	0	0.0		Out of 62 schemes that started this quarter 49 has had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	1.77%	10 ↔	10	10.0		So far £29,453,204 has been raised on Confirm with £521,962 compensation events against that target.
Client PI6	Total Rejected Orders	<1%	1.68%	8 ↔	8	8.0		Out of 20297 committed jobs 341 were rejected
Client PI7	Contract Notifications processed within required timescales.	100%	70.95%	0 ↔	0	0.0		Out of 210 Contract Notification 149 were acknowledged or actioned in appropriate timescales.
Client PI8	Percentage of abortive works	<1%	0.73%	10 ↔	10	10.0		Out of 136 jobs that have gone through the ECI process 1 was subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	98.62%	8 ↑	6	5.5		Out of 653 Highway Inspections 9 had overdue inspections.
Client PI10	Value for Money	Constant Improvement	Not Included	5 ↔	5	2.5		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.



<b>Total</b>	<b>66.0</b> ↑	58.0	56.5
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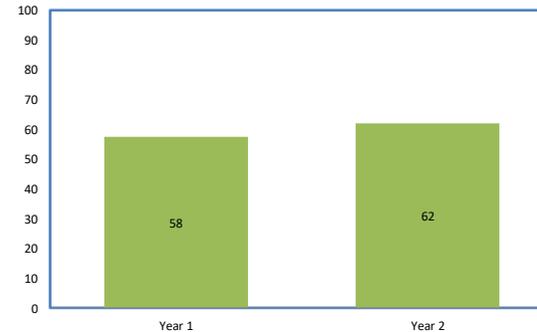
Overall Summary

The score this quarter has increased from 58.0 to 66.0. There was an increase in Highways Inspection completed in time, and an increase in Client Enquiry Response Times that has resulted in this higher score. ECIs and Notifications will need to improve before the score will increase significantly. A workshop has been arranged to look into improvements in PI7 Contract Notifications.

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



Yearly Average Client Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 2 2021/22

**Alliance Performance Summary**

Alliance KPI	Description	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
						Average	2 Year Trend	
Alliance KPI1	Asset Management Strategy	Within Range	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.
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	96.19%	10 ↔	10	9.8		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 KPI3	Minimising disruption to the public	36 schemes annually	29 schemes ytd	10 ↑	5	8.8		29 schemes were confirmed by Q2 so the target for Y2 is currently running on target.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8 ↔	8	8.0		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 (three additional). The level of spend to suppliers locally has been maintained.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	-3.00%	2 ↔	2	2.0		This is annual data, and the figure for 2020 was an decrease of 3% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	85.00%	6 ↔	6	6.0		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%	79.78%	4 ↓	6	6.0		This Quarter there was 37 positive, 61 neutral and 28 negatives stories. There were 126 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.33	10 ↔	10	7.5		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	8.8		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%	98.03%	9 ↓	10	9.0		50 assessments over the past twelve months have passed out of 51 assessments. There was one RIDDOR incident this quarter that has reduced the score.

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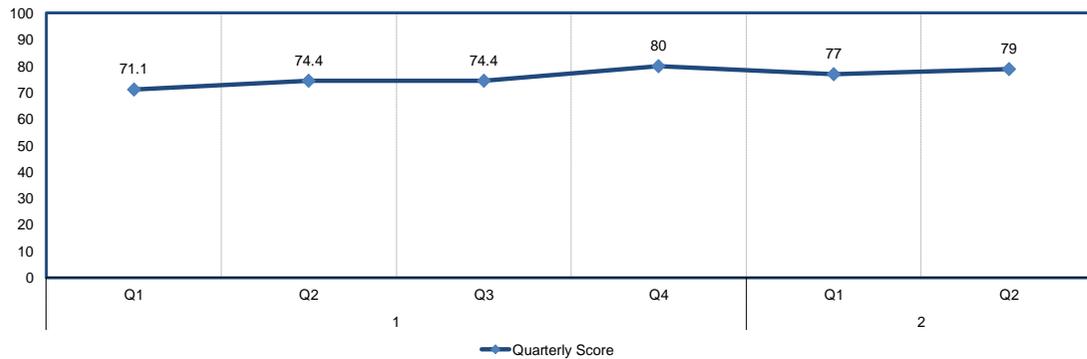


<b>Total</b>	<b>79.0</b> ↑	77.0	75.8
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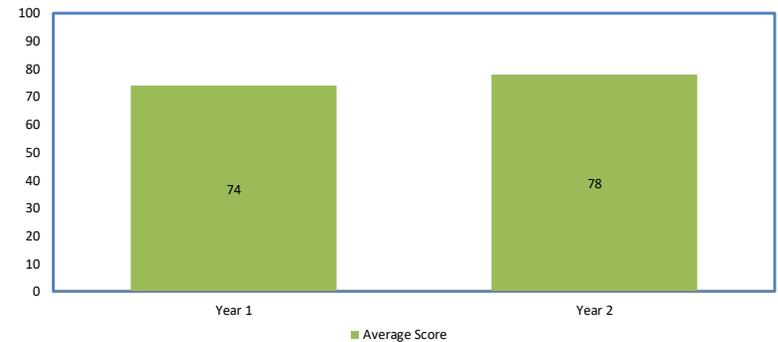
Overall Summary

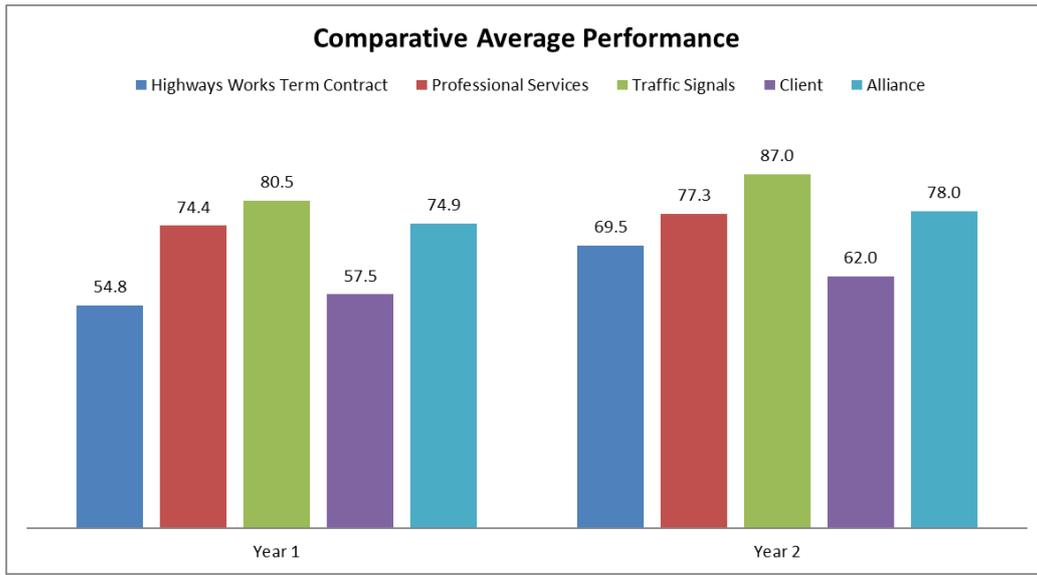
The score for this quarter has decreased from 80 to 77. The main area where points have reduced is from a decrease in shared permits - minimising disruption to the public.

Alliance Performance Scores Over The Contract Period  
(Median score = 74)



Yearly Average Alliance Performance Scores





### Conclusion

The Highway Works Term Contract has decreased from 73 to 66. This is though the second highest score so far for the contractor. Workshops are continuing to improve performance and the score is expected to increase in future quarters.

The Professional Service Contract score has decreased from 79.0 to 75.5. This is a good score and continues to demonstrate strong performance from the contractor.

The Traffic Signals Contract scored 88 points increasing from 86 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 58 to 66. This is the highest score for the Client so far and show that improvements are being made. 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 79 increasing from 77. Public satisfaction and negative press coverage is the main area of concern.

James Malpass  
November 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
<b>97-98%</b>	<b>= 8</b>
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
<b>96 - 99%</b>	<b>= 8</b>
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 30<sup>th</sup> September each year.

#### Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

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

Later than 30th November = 0

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

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

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

There are eight budgets that add to this measure.

Surfacing and Patching

Surface Dressing

Reactive Works

Minor Works

Cyclical Works

Structures

Street Lighting

Traffic Signals

Each area is weighted equally within the overall score.

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

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

The scores are then averaged to get an overall score

Points scale -

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

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

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

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

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

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

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

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

Points Scale

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

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

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the alliance.

It is also gives the contractor the opportunity to plan and control resources

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

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

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

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

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

This indicator is designed to encourage the Client to minimise the amount of change whilst on site. Compensation Events also disrupt Annual Plan delivery and get in the way of efficient planning.

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

This is measured by the Term Maintenance Contract Management System.

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

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

Quarterly the score will reflect the year to date variation.

>95% = 10  
>94% = 9  
>93% = 8  
>92% = 7  
>91% = 6  
>90% = 5  
>89% = 4  
>88% = 3  
>87% = 2  
>86% = 1  
<85% = 0

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

Points Scale

>0% improvement = 2

Example 1

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

Example 2

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

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

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

The method of measuring this indicator will be to take the scheduled report from the Term Maintenance Contract Management System which details all jobs rejected and displays the reasons for rejection.

Each reason is checked and a count made of the number of jobs rejected for incomplete information.

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

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

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

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

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

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

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

**Points Scale**

Contract Notifications processed within required timescales

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

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

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

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

Each scheme is weighted equally within the overall score.

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

## 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

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Quarter 2; 2021/22

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November 2021

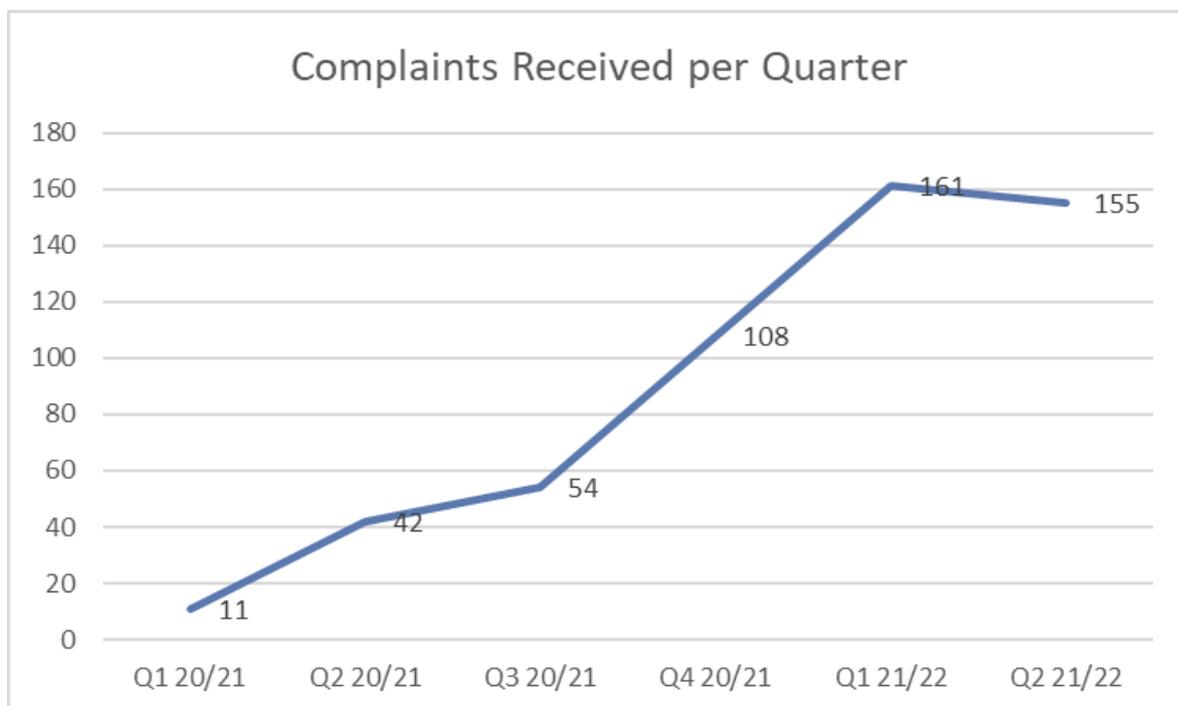
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## Introduction

The following report is a summary of findings from the complaints raised in the 2nd 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.

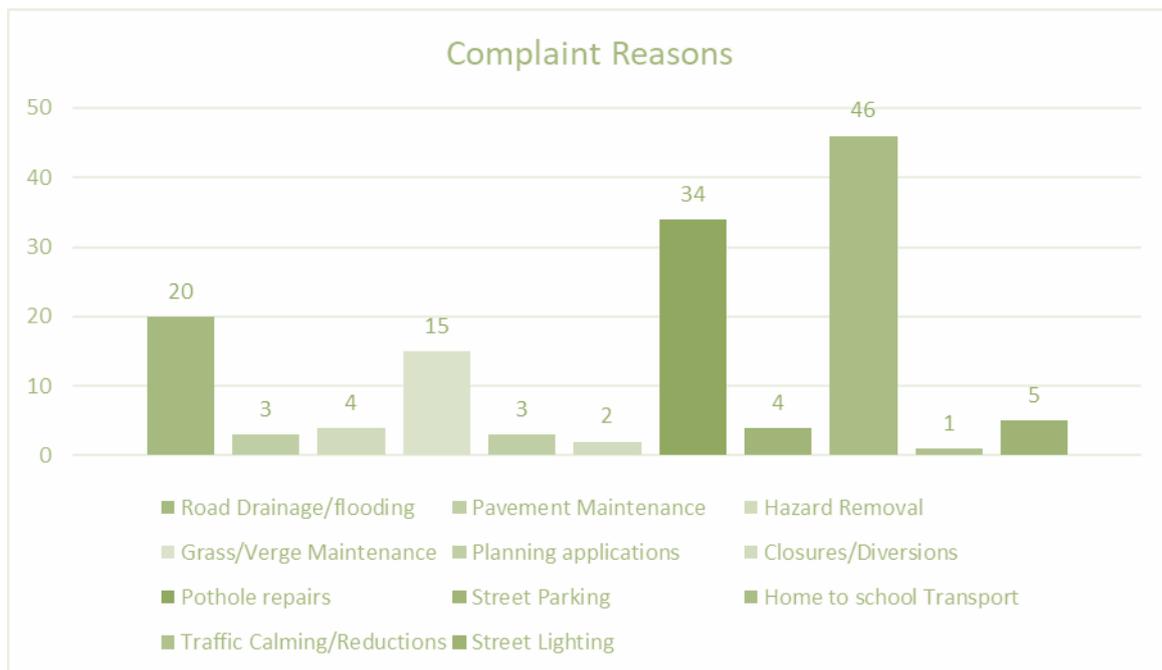
## Q2 Overview

Highways and Transport received 433 contacts, inclusive of enquiries, in the second quarter of 2021/2022, from individuals wishing to complain about various services. Out of these 433 contacts 155 entered the formal complaints process, this equates to 36% of all contacts received, the remainder were actioned and resolved informally. The number of complaints entering the formal process has remained similar to the previous quarter figures. Outcomes of complaints show that there is no significant increase in areas where fault was found only that the numbers being received increased.



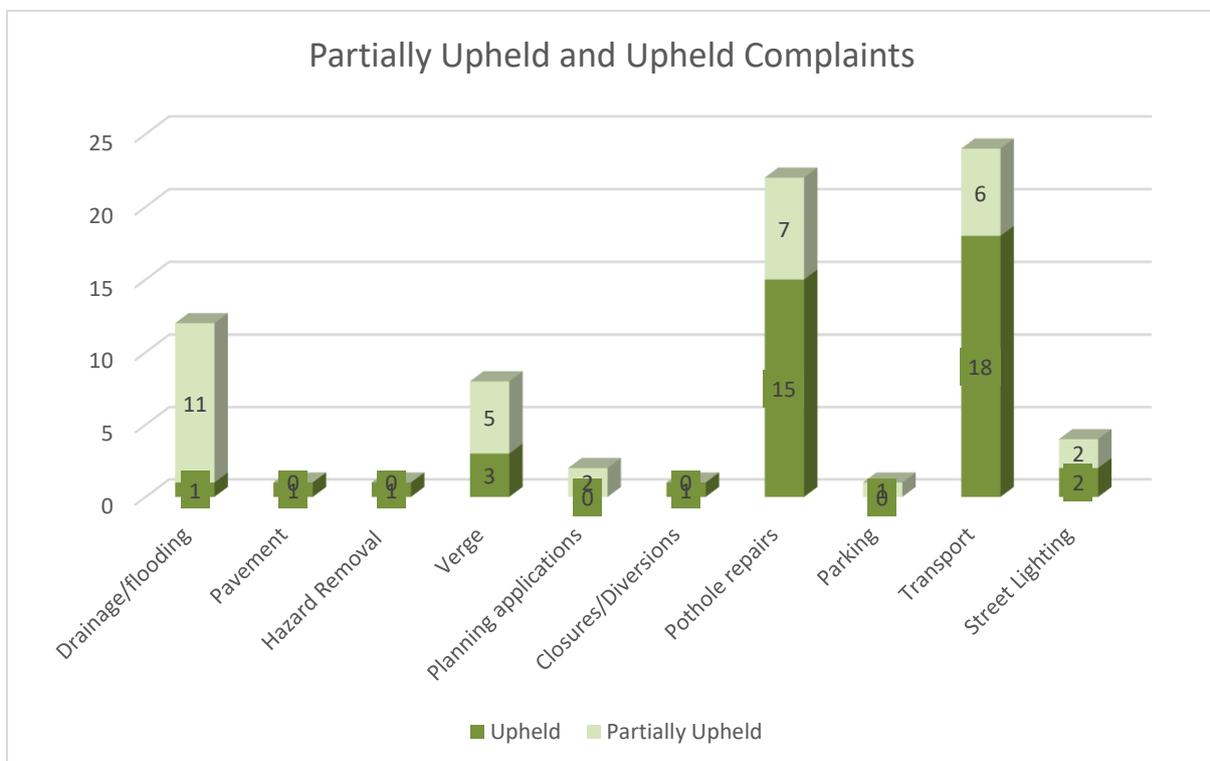
The 2nd quarter saw 5 complaints escalated to the second stage of the complaints process, of these 5, none of these escalated complaints were upheld, 3 were partially upheld and 2 not upheld. Given the large increase in the number of contacts received and the number of cases entering the formal process, having only 5 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;



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.

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

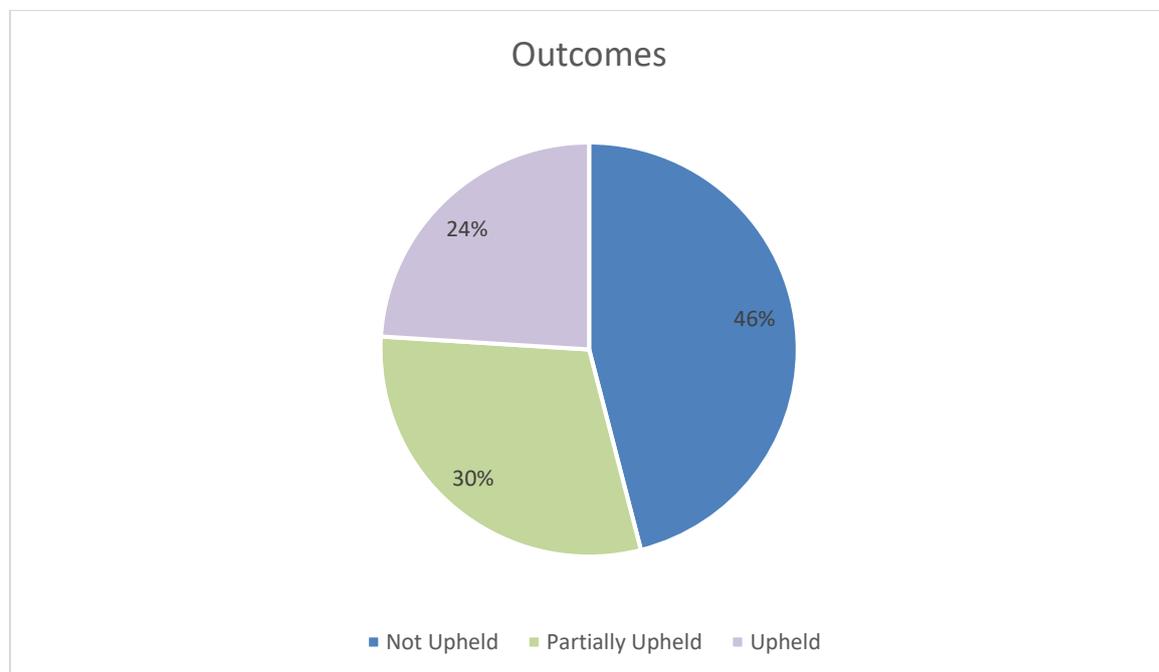


Out of the flooding complaints that have been partially upheld, 4 of the 11 complaints are from the same location in Scotter around the same issue. Delays in communication and job completion have been the cause of the remainder.

In transport there has been an increase in Home to school transport complaints. 18 out of the 46 were upheld and 6 were partially upheld. 57% of all transport complaints included poor communication. This is due to the unprecedented number of enquiries received for the start of the new educational year, and the known issues around the service provided.

14 of the 34 complaints where fault was found in relation to potholes/defects, were as a result of resourcing unable to meet agreed timescales.

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



### **Summary**

During quarter 2 we have received a higher number of Transport complaints in comparison to previous quarters, out of the 46 complaints, 10 cases were overdue, however no reason for the delays have been provided. We are aware that the Transport Department have been experiencing unparalleled challenges in procuring home to school transport this year as Transport Operators have a shortage of drivers and are therefore unable to commit to taking on the work. In addition to the procuring difficulties, due to the high volume of contacts, there has been delays in communication from the Transport Team to address the enquires that were received, this has led to further complaints.

We have witnessed an increase in complaints relating to bus operator Black Cat Travel especially received from parents of Sir Robert Pattinson Academy Secondary School. An Independent Risk

Assessment has been carried to out to assist with the concerns raised by the parents and the Operator is under review for future contracts.

208 contacts that have come through to us have been addressed by the team 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 with their enquiries.

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>13 December 2021</b>
Subject:	<b>Highways - Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding</b>

**Summary:**

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

**Actions Required:**

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

## **1. Background**

### **Drainage Cleansing**

There are 190,000 highway drainage assets including gullies, Catchpits and Offlets across the county that Lincolnshire County Council is responsible for which are all visited on an annual basis for routine cleansing.

We now have live data from the field on every asset that is visited and can identify issues with performance via a mapping system. For the financial year of 2021/22 I can report the following data to date

- 98,000 have been cleansed in the routine programme
- 10,500 have defects and require follow up work
- 2,500 have damaged ironwork and require follow up work
- The remaining assets are planned to be cleansed by the end of the financial year.

We have 12,000 assets requiring specialist traffic management that have been arranged into specific routes which picks up all junctions, roundabouts, level crossing and sites in busy

urban areas. These are problematic sites and having a clear programme for these will remove several on-going minor issues that have not been dealt with historically.

All of the defects that are identified during the routine cleansing are recorded into four types;

- Jammed lids
- Broken or missing ironwork
- Damaged pots or chambers
- Blocked connections.

Our contractor takes photos of the broken/missing lids and damaged assets when they raise them as defects. This helps the local teams assess whether it needs immediate attention or can be planned for a later date. This has been a real time improvement, which helps to manage the coordination of our resources in dealing with the emergency works as the main priority.

We currently have eight tankers on this contract working in Lincolnshire daily. There are six on routine cleansing, one completing the traffic management sites and one doing jetting works on blocked assets. The service has been affected by the national shortage of drivers and we are working with our suppliers to ensure critical services are prioritised when and if issues arise.

### **Customer Transactions**

When the public report blocked drains or flooding through the Customer Service Centre or on the LCC website/Fix My Street, the Local Highways Team will inspect the report on site and the following steps will be provided:

1. If the gully is simply blocked and is either due very shortly (next month or two) on cycling programme, or isn't causing anything other than a minor nuisance, a status will be selected which gives the message "We have assessed your report and the drain will be cleaned on the next programmed schedule."
2. If cyclic cleansing isn't expected shortly, and/or there is an issue which warrants more immediate intervention, then an off programme jetting job will be raised from site. The customer will receive updates to inform works are scheduled.
3. If more significant drainage works than off-programme jetting is required, then a job will be raised for AJet to investigate/dig down to carry out remedial works.
4. In areas where none of the reactive options are appropriate, either because the issue is very low priority and risk, or because longer term works and investigations with partner authorities are needed which may take over 4 months maximum, a status will be used where the member of the public is notified of "no immediate action proposed" but this is backed up with a bespoke explanation from the officer on the site-specific actions required.

### **Minor Drainage Improvements**

We now have an annual £600,000 budget for minor drainage improvement, which is for small scheme scale works that typically take less than a week to complete and include a variety of works as detailed below:

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

The funding for 2021/22 was increased from £300,000 to £600,000 to deal with enables problematic small schemes that occur during each period of severe weather to dealt with. We have several drainage gangs working in the County and a programme planned which will spend the full allocation this financial year.

### **Minor Works Gangs**

We continue to run a full programme of drainage investigation works by Ajet in 2021/22 who have been responding to a variety of local issues not covered by either the reactive or planned budgets.

When the off-programme jetting cannot solve a problem, these gangs will carry out a more detailed investigation. They are set up with CCTV equipment and tools to carry out minor civils repairs or root cutting, etc. We have been focussing the programme of works for these crews on longstanding highways drainage issues which were exposed during recent flooding events and are not necessarily just down to blocked gullies.

To date these crews have attended and dealt with 305 sites, with a further 204 designed and scheduled for the rest of the year. We will continue to adjust this programme as more detail is collected from any heavy rainfall events where remediation work is identified and agreed.

### **Development Drainage Funding**

In 2020/21 there was a successful Invest to save bid approved by councillors of £2.2million pounds and allocated to the Floods and Water Team. This includes £2m for works and £0.2m for specialist design resources. A programme of works has been developed in collaboration between the Floods and Water Team, the local Highways teams and the asset teams to pick up known schemes.

We have programmed schemes to the value of £1.4m on various minor drainage schemes across the County from the £2.0m allocation, with the remaining budget planned to be spent in 2022 on larger and more complex schemes.

Our contractors Balfour Beatty have identified additional resources for delivering these works. Additional specialist drainage engineers have now been employed to complete all

investigation and design work on the more complex schemes, that our Technical Services Partnership design team is overseeing.

### **Flooding Response Data and S19 Investigations**

The benefits of the mobile version of our asset management system mean that emergency crews attending flooding as first responders can capture photos on site and document extent and severity of flooding, which can then be used to inform follow up response as well as Section 19 investigations by the Floods and Water Management team where internal property flooding has occurred.

We have mapped all flooding and drainage reports through the CSC and Fix My Street for the last 10 years and are currently overlaying this with the S19 data from the Floods and Water team to ensure that the two sets of data do correlate, and to inform the prioritisation of the various levels of work identified in this report.

### **2. Conclusion**

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

### **3. Consultation**

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

N/A

### **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 Richard Fenwick, County Highways Manager who can be contacted on 01522 550452 or [richard.fenwick@lincolnshire.gov.uk](mailto:richard.fenwick@lincolnshire.gov.uk).

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

Report to:	<b>Highways Transport Scrutiny Committee</b>
Date:	<b>13 December 2021</b>
Subject:	<b>Transport Connect Ltd - Teckal Company Update Report (1 May - 31 October 2021)</b>

**Summary:**

This report provides an update on the activities and performance of the Council's Teckal Company, Transport Connect Ltd (TCL), over the period May-October 2021. The report covers both Strategic and Operational aspects of the business.

**Actions Required:**

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

## **1. Background**

This report draws together performance, development and management information relating to TCL which currently operates within the south of the County.

### **STRATEGIC MATTERS**

#### **1.1 Financial Oversight**

The initial loan to the Company has now been repaid in full but it is still making use of its revolving credit agreement.

TCL continue to prepare monthly Management Accounts which are reviewed jointly by Transport Services and LCC Finance with any resultant queries raised with the TCL management / Board.

The latest management information available covers the period 1 April 2021 to 30 September 2021 and shows a strong income performance with income for the first half of

the year 6.5% better than budgeted. As previously reported, in June 2021 TCL commenced providing maintenance services for the LCC Gritter fleet and whilst this has contributed to the good income performance it has also necessitated increased investment in order to acquire, equip and staff the new Billingborough depot to service this activity. The net effect of this is a modest surplus for the first six months and this is expected to continue for the year as a whole.

The TCL management have provided satisfactory responses to any queries on the Accounts and there are no issues or concerns outstanding.

## **1.2 Assurance**

The Company was established in 2016 and since this time there has been expansion of both the Company and its Board Membership. The Council's Board Representative invited Assurance Lincolnshire to review the Board's governance and resilience ahead of any further phases of maturity. The review which will also consider company policies and roles and responsibilities is currently underway, having been initially delayed due to the pandemic.

## **1.3 Vehicle Replacement Programme**

There has been no capital expenditure on replacement vehicles during the period.

## **1.4 Business Plan**

No changes have been made to the current Business Plan. The Plan is updated at least annually and is revisited at Board Meetings on a regular basis.

As previously reported, the Company have been commissioned to undertake the maintenance on the Gritters operating in the south of the County. As stated above, during the period TCL established a depot at Billingborough for this purpose.

The Company has also had to carry out a significant amount of work over the summer to bring Gritters back up to standard in readiness for the winter season. Reports from the Winter Maintenance Team have been really positive, with the results of the Company's efforts producing a very low number of minor defects at the annual September Rally. This compared favourably to the volume and severity of defects identified at last year's event.

All Gritters were fully operational and on-the-road ready for the start of this year's Gritting Season, and the Company are now successfully supporting the vehicles whenever they are deployed. Refinement of budget coding is currently underway. Going forward, this will allow the company to separately identify and report on different areas of activity eg Winter Maintenance and/or Passenger Transport.

## **OPERATIONAL MATTERS**

### **1.5. Health and Safety**

#### a) Covid19

Following return to school in September, a number of the pupils carried tested positive for Covid and 3 TCL drivers subsequently contracted the virus.

5 staff in total have tested positive for Covid since May. The Government no longer supplies Lateral Flow Test kits to businesses like TCL. This means drivers and Passenger Assistants (PA) are now only tested via PCR test if they display symptoms.

Specific Covid Grants for Local Bus Services and Dedicated Education Transport were previously used to provide financial support for PPE, additional cleaning costs etc. Unfortunately cessation of these Government Grants has resulted in no further support being paid to Operators for these costs. The Company is still maintaining cleaning standards and protocols but is now having to fully bear the cost.

### **1.6 Human Resources**

#### a) Staffing/Recruitment

During the period covered by this report, 3 Technicians have been employed at the Billingborough Depot. 4 Drivers and 3 Passenger Assistants also needed to be recruited due to several people leaving for reasons of ill health or retirement plus increased pupil numbers being allocated to the local SEND schools from September.

Like many operators TCL have also been impacted upon by a shortage of drivers within the market. Recruitment has proved challenging, with several drivers accepting positions only to back out just prior to starting because they had received a more lucrative offer. The current net staff number is 144.

#### b) Training

During July, all workshop technicians underwent first aid training on a course specifically designed for the workshop environment. Training to administer epilepsy medication was undergone by some crews in August and Supervisors received Fire Marshall training in September.

#### c) Sickness

3 drivers remain off on long term sick.

## **1.7 Legal Compliance**

a) Drivers hours  
No issues to report.

b) Vehicle inspection compliance

TCL's One School One Provider (OSOP) contract into Sandon School was subject to an unannounced check by the council's Inspection Team on the 6 October. This approach forms part of TSG's contract compliance regime with pre-planned but unannounced 'on the spot' audits being conducted across all sites on a rolling programme. No compliance concerns were identified.

c) Operator's Licence

The Company has not been subject to any DVSA checks over the past five months.

d) MOT Pass rate

MOT results are a useful indicator of maintenance standards and these continue to show improvement. During the past five months, 26 vehicles (14 x PSV and 12 x Class 4) were put through an MOT, all but two passed first time. Of the two vehicles that failed to achieve a first-time pass, one was for a faulty switch which developed whilst on the test lane. Despite showing acceptable emissions readings on the Company's test equipment, the other vehicle failed the tailpipe test, the criteria for which changed recently. For mitigation, the Company has now changed the way in which it carries out the exhaust emissions testing.

The Company's MOT performance produces a Combined (PSV & Class 4) first time pass rate of 92%, well above the national average of 88.99%. The Company continues to strive for first time passes across the board.

## **1.8 Fuel**

The last update highlighted that fuel prices were rising (up to £1.20 per litre by April) and that further increases were likely. This has indeed been the case with fuel prices continuing to rise month on month. October's fuel cost £1.43 per litre.

## **1.9 Contract Updates**

At review, it was considered that the 5C Coningsby CallConnect held by TCL would be likely to attract a healthy number of bids this time round and so the contract was put out and awarded to the market. TCL are continuing to operate other CallConnect Services in areas where there is a lack of interest and/or competition.

The Company has continued to meet all of its Local Bus commitments even during periods of driver shortage. Following last minute notifications from some home to school drivers/PAs that they were taking up alternative employment, temporary arrangements

were necessary for a few SEND pupils at the start of the school term until recruitment and training of new personnel could be achieved.

### **1.10 Vehicle Damage and Accidents**

#### a) Major accidents during period

Three third party liability incidents have resulted in damage to vehicles over recent months. Installation of CCTV on all CallConnect vehicles has helped TCL, and other companies, to successfully evidence third party culpability.

#### b) Third Party claims against TCL

The Company has accepted liability for one incident that occurred during August. The TCL driver underestimated the size of the gap between the verge and another vehicle, resulting in panel damage and a broken window. The claim was dealt with through the Company's insurance.

### **1.11 Customer complaints**

One complaint was received regarding lack of advanced notice about a change of personnel on a SEND contract. This scenario occurred as a result of the usual crew calling in sick on the Sunday night when the pick-up was required the following morning.

### **1.12 New Business**

Other than the commencement of Gritter maintenance no new transport contracts commenced during the period.

### **1.13 Property**

The Barrowby Depot lease has recently been renewed.

The private landlord of the Spalding Depot has indicated a rent increase of 25%, as consequence alternative sites are currently being explored.

No operational issues have been reported for any of the depots.

### **1.14 Supply chain**

No delays have been reported in the receipt of parts and supplies, but some providers are now chasing for payment far earlier and the cost of some goods and services have risen noticeable e.g., PPE/Workwear along with the cost of fuel outlined previously.

## **2. Conclusion**

The Company has seen steady growth and its management structure remains lean. TCL continues to be an invaluable asset for the Council, through the provision of value for money transport services along with its ability to support other areas of the Council's business with pressures, such as winter maintenance.

### **3. Consultation**

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

n/a

### **4. Background Papers**

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

This report was written by Anita Ruffle, Head of Transport Services, who can be contacted on 01522 553147 or [anita.ruffle@lincolnshire.gov.uk](mailto:anita.ruffle@lincolnshire.gov.uk). Alternative Officer contact: Paul Sanders, Matrix Manager, Transport Services, who can be contacted on 01522 553022 or [paul.sanders@lincolnshire.gov.uk](mailto:paul.sanders@lincolnshire.gov.uk).



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>13 December 2021</b>
Subject:	<b>Highways and Transport Scrutiny Committee Work Programme</b>

**Summary:**

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

**Actions Required:**

Members of the Committee are invited to:

- (1) Review and approve the work programme; and,
- (2) 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

13 December 2021		
	Item	Contributor
1.	<b>Rail in Lincolnshire – Engagement with Network Rail and Train Operating Companies</b>	Jason Cooper, Transport and Growth Manager
2.	<b>Highways Quarter 2 Performance Report (1 July to 30 September 2021)</b>	Paul Rusted, Head of Highways Services
3.	<b>Highways – Gully Cleansing/Repair and Surface Water Flooding- Update</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
4.	<b>Transport Connect Ltd - Teckal Company Update Report</b>	Anita Ruffle, Head of Transport Services

24 January 2022		
	Item	Contributor
1.	<b>Revenue and Capital Budget Proposals 2022/23</b> <i>(Executive Decision – 1 February 2022 and County Council Decision 18 February 2022)</i>	Keith Noyland, Head of Finance, Communities
2.	<b>Highways Fees and Charges Annual Review</b> <i>(Executive Councillor Decision)</i>	Mick Phoenix, Traffic Manager
3.	<b>Local Transport Plan V [1022898] (Pre-decision Scrutiny- Executive Decision – 1 February 2022)</b>	Vanessa Strange, Head of Infrastructure Investment Jason Cooper, Transport and Growth Manager
4.	<b>LCC as the Local Transport Authority to 'make' an Enhanced Partnership Scheme and Plan</b> <i>[1023006] (Pre-decision Scrutiny - Executive 1<sup>st</sup> March 2022)</i>	Nicole Hilton, Assistant Director, Communities
5.	<b>Road Safety Partnership Update</b>	Steven Batchelor, Lincolnshire Road Safety Partnership

24 January 2022		
	Item	Contributor
6.	<b>Civil Parking Enforcement Annual Report 2020 - 2021</b>	Matt Jones, Parking Services Manager

07 March 2022		
	Item	Contributor
1.	<b>North Hykeham Relief Road – Design and Build Contract Procurement</b> <i>(Pre-decision Scrutiny -Executive 5<sup>th</sup> April 2022)</i>	Sam Edwards, Head of Highways Infrastructure
2.	<b>Highways – Gully Cleansing/Repair and Surface Water Flooding</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
3.	<b>Highways Quarter 3 Performance Report (1 October to 31 March 2021)</b>	Paul Rusted, Head of Highways Services

25 April 2022		
	Item	Contributor
1.	<b>Street Lighting – Policy Updates</b>	Karen Cassar, Assistant Director Highways John Monk, Head of Design Services

30 May 2022		
	Item	Contributor
1.	<b>Speed Limits Review</b>	Mick Phoenix, Traffic Manager

18 July 2022		
	Item	Contributor
1.	<b>Highways Quarter 4 Performance Report (1 January to 31 April 2021)</b>	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](mailto:kiara.chatziioannou@lincolnshire.gov.uk).

## Forward Plan of Decisions relating to the Highways and Transport Scrutiny Committee

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
<b>Local Transport Plan V [I022898]</b>	<b>1 February 2022</b>	Executive	CLT/DLT internal key officers and a full statutory public consultation.	Jason Copper, Transport & Growth Manager E-mail: <a href="mailto:jason.copper@lincolnshire.gov.uk">jason.copper@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Revenue and Capital Budget Proposals 2022/23</b>	<b>1 February 2022</b>	Executive	County Council	Keith Noyland, Head of Finance, Communities <a href="mailto:Keith.Noyland@lincolnshire.gov.uk">Keith.Noyland@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>LCC as the Local Transport Authority to 'make' an Enhanced Partnership Scheme and Plan [I023006]</b>	<b>1 March 2022</b>	Executive	Operators; Public; District Councils; GLEP; Businesses; CLT; Highways and Transport Scrutiny Committee	Nicole Hilton, Assistant Director - Communities E-mail: <a href="mailto:nicole.hilton@lincolnshire.gov.uk">nicole.hilton@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>North Hykeham Relief Road – Design and Build Contract Procurement [I025137]</b>	<b>5 April 2022</b>	Executive	Highway and Transportation Scrutiny Committee	Sam Edwards, Head of Highways Infrastructure E-mail: <a href="mailto:sam.edwards@lincolnshire.gov.uk">sam.edwards@lincolnshire.gov.uk</a>	Yes	Washingborough Potterhanworth and Coleby; Waddington & Hykeham East Bassingham and Welbourn; Hykeham Forum; Eagle and Hykeham West; Swallow Beck and Witham

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