



County Offices  
Newland  
Lincoln  
LN1 1YL

8 July 2022

**Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 18 July 2022 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 cursive script that reads 'DBarnes'.

Debbie Barnes OBE  
Chief Executive

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

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



**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA  
MONDAY, 18 JULY 2022**

<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 30 May 2022</b>	7 - 12
4	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
5	<b>Passenger Transport Annual Update</b> <i>(To receive a report from Nicole Hilton, Assistant Director – Communities, and Helen Reek, Senior Projects Officer – Transport Services, which provides an annual update on Passenger Transport Matters relating to public transport)</i>	13 - 26
6	<b>Winter Service Plan 2022/23</b> <i>(To receive a report from Karen Cassar, Assistant Director – Highways, and Clair Dixon, Policy and Strategic Asset Manager, which enables the Committee to comment on the Winter Service Plan 2022/23 due to be considered by the Executive Councillor for Highways, Transport and IT between 25 July and 1 August 2022)</i>	To Follow
7	<b>Performance Report, Quarter 4 - (1 January 2022 - 31 March 2022)</b> <i>(To receive a report from Karen Cassar, Assistant Director – Highways, Jonathan Evans, Head of Highways, Client and Contract Management, Nicole Hilton, Assistant Director – Communities and Verity Druce, Head of Transformation Services, which provides the Committee with the latest Highways Service performance data)</i>	27 - 94
8	<b>Highways - Gully Cleansing/Repair and Surface Water Flooding</b> <i>(To receive a report from Richard Fenwick, Head of Highways Asset and Local Management Services, and Shaun Butcher, County Programme Manager, which provides the Committee with information on the reactive, cyclic, and planned aspects of highways drainage maintenance including low-level flooding response)</i>	95 - 100
9	<b>Review of Traffic Management in Lincolnshire</b> <i>(To receive a report from Karen Cassar, Assistant Director – Highways, and Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which enables the Committee to consider a proposal to set up a Scrutiny Panel working group tasked with reviewing branches of the existing Traffic Management Policy)</i>	101 - 104

**10**

**Highways and Transport Scrutiny Committee Work Programme**

105 - 110

*(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)*

Democratic Services Officer Contact Details

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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, 18th July, 2022, 10.00 am \(modern.gov.co.uk\)](#)

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

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**HIGHWAYS AND TRANSPORT SCRUTINY  
COMMITTEE  
30 MAY 2022**

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

Councillors A M Hall (Vice-Chairman), Mrs A M Austin, K J Clarke, S P Roe, Mrs C L E Vernon and T R Ashton

Councillors: R D Butroid, R G Davies and Mrs M J Overton MBE attended the meeting as observers

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer), Robert Close (Democratic Services Officer), Karl Gibson (Senior Project Leader) and Sam Edwards (Head of Highways Infrastructure)

**1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillors T J G Dyer, R A Gibson, E W Strengiel and R A Wright.

It was noted that the Chief Executive, having received notice under Regulation 13 of the Local Government (Committee and Political Groups) Regulations 1990, had appointed Councillor T R Ashton to replace Councillor E W Strengiel for this meeting only.

**2 DECLARATIONS OF MEMBERS' INTERESTS**

No declarations of interest were made with respect to any items on the agenda.

**3 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON MONDAY, 25TH APRIL, 2022**

That the minutes of the meeting held on 25th April 2022 be confirmed and signed by the Chairman as a correct record.

**4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS**

No announcements were made.

**5 GAINSBOROUGH TRANSPORT STRATEGY 2022**

Consideration was given to a presentation from the Senior Project Leader - Highways Infrastructure presenting a final update on the Gainsborough Transport Strategy.

Issues covered in the presentation included:

- A strategic overview of the phase one and two, including detail of current and future challenges, engagement and intervention, vision and objectives updates, development and assessment options and the draft and final strategy.
- The transport strategy vision and objectives, including the Local Transport Plan Five, Gainsborough Transport Strategy Vision, and the Gainsborough Transport Strategy Objectives.
- The transport strategy components, including the key pillars, supporting interventions, strategic interventions, connected strategies and monitoring and investigations.
- Plans of Gainsborough, including environmental improvements along Beaumont Street Corridor, market square frontage, public realm enhancements, and bus station public realm improvements.
- Multimodal transport hubs including park and bike scheme, E-bike hire, park and ride, delivery lockers and electric vehicle charging.
- Supported interventions including junction improvements on Flood Road to A156 to Lea Road to Bridge Street, A631 Thorndike Way to Ashcroft Road to Trinity Street, North Street to Beaumont Street to Station Approach to Marshalls Yard, and A159 North Street to B1433 Spital Terrace.
- Electrification charging for new developments, taxi ranks and Council owned car parks.

During consideration of the presentation, the Committee raised the following comments:

- Members of the Committee suggested that, in future, they would appreciate a supporting map to be included within strategy documents to enable them to contextualise the information within the report. Moreover, Members suggested the Committee may even benefit from in-person visits to transport strategy sites in the future.
- Noting the reference within the report which suggested promoting reduction in the need to travel for both essential and recreational services, Members asked what impact officers felt this would have on the viability of Gainsborough's retail Highstreet. The Senior Project Leader - Highways Infrastructure acknowledged the challenge of Highstreet regeneration, exacerbated by the Covid-19 Pandemic. He went on to suggest a more service-based economy may take prominence.
- Making reference to the influencing travel behaviour, particularly that of promotion of hybrid working solutions, the Committee asked, what engagement the Council had undertaken with employers and lower tier local authorities to identify a mutually advantageous approach. The Senior Project Leader - Highways Infrastructure stressed that the transport strategy naturally required collaboration with all key stakeholders. Moreover, the Executive Support Councillor for Highways, Transport and IT added that stakeholder engagement had been undertaken successfully for this strategy, particularly emphasising the engagement with West Lindsey District Council.
- Members were concerned that promotion of digital health and social care appointments may not be best suited to the County's aging population.
- The Committees were pleased to see the emphasis on rail transport within the strategy, particularly noting that currently Gainsborough Town Station was thus underused. The Senior Project Leader - Highways Infrastructure agreed that rail was a key transport method within Gainsborough, adding that train stations regeneration was a wider endeavour within the Local Transport Plan Five.
- Noting the towns referred to within the report, Members asked if the population of Gainsborough was generally leaving to use the services of other towns or if it was a centre which attracted visits from other areas. The Senior Project Leader - Highways Infrastructure suggested that currently, Gainsborough acted as a through zone for other areas, however



investment into the regeneration sought to attract more people to the town. Traffic activity indicated that a third of movements entering into the town with the rest egressing.

RESOLVED

That the Highways and Transport Scrutiny Committee's comments on the Gainsborough Transport Strategy 2022 be noted.

#### 6 SPEED LIMITS REVIEW - TASK AND FINISH GROUP PROGRESS UPDATE

The Chairman explained to the Committee that the title for this item should have read *Speed Limits and Traffic Management Proposed Interim Review* to better reflect the business of the update. Moreover, that the issue of traffic management in Lincolnshire had already been proposed to the Overview and Scrutiny Management Board (OSMB) as a topic for Scrutiny Review currently pending allocation.

Consideration was given to a report from the Head of Highways Infrastructure which presented an update on the proposed future in-depth review of traffic management policy that was previously approved by the Overview and Scrutiny Management Board. The Committee were advised that the traffic management review was to be extended to encompass speed limits, as requested at the 17 September 2021 meeting of Council. In preparation, Highways Officers conducted an advance framework exercise identifying the Traffic Management Plan Review as an umbrella to four specific areas under the title of 'Managing the Network Safely in Lincolnshire'. The four areas included Traffic Policy for Schools, Traffic Regulation Order (TRO) Policy Review, Speed Limit Policy Review and Traffic Calming Policy Review. Moreover, the TRO Policy Review was to encompass, environmental weight limit, waiting limits, weight restrictions and lorry watch. The Committee were advised that they could expect a formal position report at the 18 July 2022 meeting, recommending the set up of a working group seeking to scope the initial framework for the review.

During consideration of the update, the Committee raised the following comments:

- Members took the opportunities to raise topics they felt they would like to see within review including efficiencies in determining challenged TROs, Local Member engagement in speed limit reviews and weight limit enforcement
- Members asked for clarity in relation to the process for the working group. The Scrutiny Officer advised a working group was to be recommended in order to, over a three-meeting period, enable the initial scope of the scrutiny review to be identified prior to the review's commencement in Spring 2023.

RESOLVED

That the Highways and Transport Scrutiny Committee's note the update.

#### 7 LEVELLING UP SCHEMES

Consideration was given to a presentation from the Head of Highways Infrastructure presenting a final update on the review of speed limits.

Issues covered in the presentation included:

- A16 - Marsh Lane Roundabout, Boston – This scheme sought to move the existing roundabout and widening the westside enabling a designated right turn lane which would improve the flow onto the Marsh Lane Industrial Estate, thus benefitting the agri-foods industry. Furthermore, significant widening was proposed to create two lanes to relieve right turning traffic at peak times impeding Heavy Goods Vehicles (HGVs)
- Active Travel Project in Boston – This scheme sought to widen the footway to provide a combined footway cycleway on the network in addition to improved crossing facilities while remaining compliant with LTN1/20 design guidance. The alternative travel patterns of this scheme would enable those moving in an East-West direction greater modal selection.
- A16 – Kirton Junction – This scheme sought to turn the existing compact roundabout into a signalised traffic light junction. The level of growth along the corridor required this junction to be redesigned to safeguard for the future. The A16, North and South, two lane approaches and exits, would open the door for potential dual carriageway schemes in the future.
- A16 – Greencell Roundabout, Spalding – This scheme sought to increase the size of the current roundabout to enable two HGVs to use it simultaneously. Land take to the north east of the site was required to enable the expansion of the lanes. Additionally, when travelling in from the south east to go into Spalding, a designated lane was proposed, and all junctions would have a two-lane entry and exit. Officers wanted to extend the scheme further to the south east, but the bridge widening would have not been feasible within the funding bid.
- A16 – Springfield Road Roundabout, Spalding – This scheme intended to introduce a spiral roundabout by piping the current ditches thus, avoiding the need for land take. This would subsequently allow for three lane entrance and two lane exits on the larger routes and two-lane entrance and one lane exits for the minor routes.
- Active Travel Project in Spalding – This scheme sought to improve the footway cycle routes and improve crossing facilities.
- Programme of works – The Committee were demonstrated the programme of works for the above schemes and were advised that Active Travel Boston and Marsh Lane were intended for development for April 2023 and Greencell and Springfield were to be staggered to mitigate impact to traffic. It was heavily stressed that the programme was illustrative only and was very likely to change as the detailed design progresses.

During consideration of the presentation, the Committee raised the following comments:

- A16 Marsh Lane Roundabout – It was clarified that the right-hand lane would become a right turn only while a left hand lane, to be constructed, would alleviate the wait for right hand lane traffic while still facilitating a route to Boston.
- A16 – Kirton Junction – It was explained that traffic would still be travel from east to west.
- A16 – Springfield Road Roundabout – Members were advised that, as part of the bid, a separated footbridge was considered, however, the engineering challenges and the necessity for land take and planning permission would have rendered the scheme unworkable within the time frame of the levelling up fund bid. To allow for acceptable crossings, the at-grade crossings were improved.

#### RESOLVED

That the Highways and Transport Scrutiny Committee's note the officer proposal for commissioning a working group to explore prior to a formal review

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

The Scrutiny Officer advised the Committee that, at the 18 July 2022 meeting, they were to expect to receive the Winter Service Plan for 2022/23. Moreover, a visit to the Lincs Laboratory was still under consideration for the ensuing municipal year.

**RESOLVED**

That the work programme presented be agreed.

The meeting closed at 11.23 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>18 July 2022</b>
Subject:	<b>Passenger Transport Update Report</b>

**Summary:**

This report provides an annual update on Passenger Transport Matters relating to public transport, since the previous report considered by this Committee on 13 September 2021. The Committee will receive separate reports on Transport Connect Limited (TCL) and on all aspects of passenger transport including educational travel.

This report provides an update on the current challenges and then summarises deliverables and activity since the previous report within passenger transport.

This is the first of a series of reports on public transport. The Committee receive further reports on Transport Connect Limited (TCL), Education Travel, Quarterly performance reports for transport and more detail on specific transport activity such as CallConnect.

**Actions Required:**

Members of the Highways and Transport Scrutiny Committee are invited to:

- (1) Consider and comment on the contents of this report;
- (2) Recognise the key challenges facing local bus travel in Lincolnshire and highlight any suggestions for further actions.

## **1. Background**

### **1.1 Current challenges**

Previous reports to this Committee had identified that Lincolnshire for a number of years has had a limited and challenging local bus market with declining passenger numbers. This mirrored the picture nationally. The impact of COVID, however, saw a more dramatic impact with a sudden decrease in passengers travelling via bus due to government messaging that travel by public transport should only take place if it was essential and no alternative travel options were available.

- 1.2 National and local government financial support has been in place since March 2020, helping to stabilise the bus network in Lincolnshire. However, financial recovery support (Bus Recovery Grant) to operators is due to end on 4 October 2022. There is currently no indication from the Department for Transport (DfT) that any support will be extended between October and March 2023.
- 1.3 Bus operators are private companies who make decisions to run bus services on a commercial basis. The County Council, as local transport authority, has a statutory responsibility to consider where there are any gaps in service provision and what to do about that. When calculating whether a service is viable, bus operators will consider all operating costs are considered along with all revenue streams which include fare paying passengers, scholars, and reimbursement by the County Council for those with English National Concessionary Travel Scheme (ENCTS) passes. In 2021/22, the County Council spent £4.2 million on subsidising bus services (144 contractual arrangements) and reimbursed £6.1 million to bus operators for ENCTS passholders.
- 1.4 Whilst operators have reported that passenger numbers are recovering, they are not at the levels prior to March 2020. Commercial fare payers are currently at 70% of pre-COVID levels but vary by operator and service. Scholar trips are broadly in line with pre-covid levels, while ENCTS patronage is struggling to recover and is, on average, 65% compared to pre-COVID levels. What remains unclear is whether ENCTS patronage will return or whether there is permanent scarring from COVID as pass holders have found alternative travel arrangements for the journeys they make.
- 1.5 Other issues impacting on reliability and punctuality of the current network include difficulties in recruiting qualified Public Service Vehicle (PSV) drivers. This has been exacerbated recently with a national shortage across the logistics network and increased competition in the recruitment and employment market, though some operators are taking action to mitigate that risk through a focus on driver recruitment and training. Some journeys and routes were cancelled within earlier in 2022.
- 1.6 Meanwhile, operating costs continue to increase due to rising fuel prices and increased staffing costs. Bus services are still in a period of recovery not enhancement and there are risks to the current level of bus operation in Lincolnshire once Bus Recovery Grant ends - passenger numbers have not returned, constraining operator revenues at a time of much increased operating costs.
- 1.7 Lincolnshire County Council, as the Local Transport Authority, monitors the situation closely. Following the challenges facing Lincolnshire's bus network, the County Council is increasingly having to make more decisions whether to enact the statutory power and provide a subsidy. Our methodology is not based on a pass or fail but considers several factors to make an informed judgement. These include:
  - Is there an alternative?

- Can CallConnect meet the demand?
- Is it a high priority service – for Lincolnshire that would be the network of inter-urban services that are called Interconnect or is it a town service?
- Is it a medium priority service – examples include infrequent weekly service.
- Consider scholar movements, travel to education, training and employment.
- What proportion of ENCTS passholders use the service?
- What can be done to increase demand or reduce costs?
- Finally, cost effectiveness of the service against available budget.

1.8 The table below summarises the key challenges, the reasons why and what actions we can take or consider mitigating the impact of the challenges to maintain the current network. There is a real risk that the network could begin to change, if not this year from 2022/23.

Challenges	Why?	What are we doing?
<p>Bus Recovery Grant ends on 4th October, and without financial assistance, commercial services may become unviable</p> <p>Bus Recovery Grant distributed by the County Council ends on 4 October – this currently supports the tendered bus route network.</p> <p>Bus operators withdraw from the market following</p>	<ul style="list-style-type: none"> <li>• Passenger numbers have not returned to pre-covid levels</li> <li>• Driver shortage in areas causes cancellations resulting in lack of confidence in the reliability of the network</li> <li>• Operating costs increase e.g., fuel, driver wages etc</li> </ul>	<ul style="list-style-type: none"> <li>• Network review with operators to identify commercial routes that are viable, marginal or not viable</li> <li>• Consider whether it is appropriate to support the network</li> <li>• Campaign with bus operators to encourage ENCTS passholders to return to bus travel</li> <li>• Well established demand responsive transport service CallConnect.</li> </ul>

Challenges	Why?	What are we doing?
Passenger numbers do not return to pre-COVID levels	<ul style="list-style-type: none"> <li>• Alternative travel arrangements have been made.</li> <li>• Passengers do not have faith in the reliability of the network because of factors such as driver shortages</li> <li>• Passengers not accessing up to date bus information.</li> <li>• Perception of bus journeys being the last resort of travel.</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign with bus operators as part of the Enhanced Partnership (EP) to encourage ENCTS passholders to return to the network.</li> <li>• Some operators have reviewed their fares and amended fares structures – reducing the maximum price a customer may pay.</li> <li>• LCC use the existing bus network for scholar travel, as much as possible.</li> <li>• Ensuring roadside information is up to date and promotion of Lincsbus.info (website) as one place for all bus information</li> <li>• Measures to improve punctuality within existing budgets e.g., traffic light priority measures or review of the current routes</li> <li>• Linking to the green agenda and informing about the increased costs of running a car.</li> </ul>

1.9 The County Council is considering all these measures above. This includes working with operators through the EP.

1.10 **National Bus Strategy, Bus Service Improvement Plan and the Enhanced Partnership**

This Committee received a separate report at the meeting on 13 September setting out the County Council's response to the Government's Bus Back Better: National Bus Strategy for England which was published in March 2021. This strategy set out the Government's ambition for the delivery of local bus services in England. The Bus Service Improvement Plan (BSIP) that was considered by this Committee on 13 September 2021, was submitted to the Department for Transport (DfT) at the end of October 2021. The BSIP is a high-level document which sets out the Council's and ambitions for local bus services in Lincolnshire. This, in effect, was the bidding document to access funding allocated by the Government. The BSIP is referenced in the recently adopted fifth Local Transport Plan.

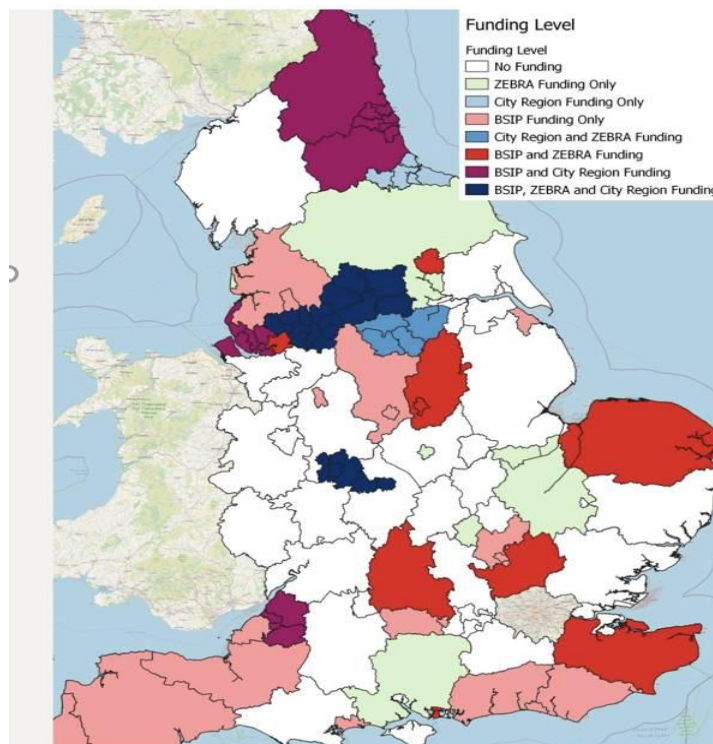
1.11 To be eligible for BSIP funding, all Local Transport Authorities were also required to commit to a statutory Enhanced Partnership with bus operators in addition to the submission of the BSIP. The County Council published its Notice of Intent to develop an Enhanced Partnership (EP) Scheme and Plan and began work on the constitution of the partnership alongside a draft EP Plan and Scheme within the required timescale. Implementing an EP is statutory process, thus there will be a formal legal



arrangement between the County Council and the local bus operators that will impose requirements as set out in the EP Scheme.

1.12 The original timeline, as set out in the Guidance on Enhanced Partnerships, was to have a Scheme in place by 1 April 2022. The DfT wrote to Local Transport Authorities on 11 January 2022, suggesting that we pause the current Enhanced Partnership, until the DfT had announced funding in relation to BSIPs. The DfT indicated that funding announcements would be made by the end of February 2022.

1.13 The DfT announced the results of BSIP funding on 4 April 2022. Lincolnshire County Council, along with two thirds of other Local Transport Authorities, were not awarded any BSIP funding. The map below sets out the position of authorities that were successful. ZEBRA funding relates to zero emission buses.



1.14 Following the announcement in April, the County Council and operators are still committed to an Enhanced Partnership. Bus operators will be given an opportunity to object to the proposed EP Plan and Scheme through a statutory 28-day objection window, while a statutory consultation exercise will also be undertaken. The proposed measures included within the EP Schemes can be achieved through existing funding sources. Contents of the draft Scheme are as follows:

LCC Obligations	Operator Obligations
Audit of bus stop/shelter infrastructure in Lincolnshire.	Bus passenger charter
Maintain existing stops and bus lanes	Vehicle standards – Euro 3 minimum
Consider feasibility of new bus stops/lanes	Lincolnshire Rover Ticket – first steps towards a multi-operator ticket
Bus priority at one or more junctions	Promote PlusBus

LCC Obligations	Operator Obligations
Managing roadworks – engaging with operators	Provide Real time data when necessary
Continue with Lincsbus.info and roadside information	
Fix My Street for bus stop/shelter issues continues.	
Campaign with bus operators targeting ENCTS passholders	
Promote PlusBus	

### 1.15 **Transforming Public Transport**

Reviewing the approach to public transport in Lincolnshire, is underway, alongside the three- year transformation programme for Educational Travel

#### 1.16 The service review will consider:

- Conducting a network review identifying risks and opportunities going forward and the County Council’s appetite for intervention within existing budgets;
- Reviewing the framework and process for subsidised bus services and de minimis (direct award without tendering) contracts;
- Reviewing the relationship between fixed route services and CallConnect our demand responsive transport service;
- Using new software called Re-Mix for route planning;
- Producing quarterly transport performance reports to this Committee; and
- Review and improvements to communications and publicity

1.17 All local bus information can be accessed on the Lincs Bus website [www.lincsbus.info/lincs-bus](http://www.lincsbus.info/lincs-bus). This includes any updates of changes to current services ([www.lincsbus.info/lincs-bus-updates](http://www.lincsbus.info/lincs-bus-updates)). County Councillor(s) and affected Town and Parish Councils are notified of any changes in their areas.

### 1.18 **Voluntary Car Schemes**

The Council continues to support voluntary car schemes in Lincolnshire. There are currently 15 car schemes and Lincoln Dial a Ride. Prior to Covid 19 there were 17 schemes. Stamford and Horncastle VCS schemes have stopped. Three schemes are linked to GP practices, five are linked to Parish Councils and seven are charitable based. Schemes offer journeys for health appointments as well as some social journeys. The County Council has an annual budget of £45,000 which funds support costs such as public liability insurance, telephony costs, publicity, grants and funding a Flexiroute system. Lincoln Dial a Ride currently receives an annual grant of £35,000. TSG also undertakes the vetting process for drivers. The user pays 45p per mile to use the scheme.

1.19 The total number of drivers registered prior to Covid 19 was 399 and it is currently 299 a loss of 25%. Monthly journeys during 2018/19 were 3,313 and have reduced to 2,175. Demand is now increasing and a number of schemes are reporting that they are struggling to meet journey demand especially because of the reduction in available drivers.

**1.20 Local Government Association (LGA) Special Interest Group Public Transport Consortium**

Councillors R Davies, C Perraton-Williams and previously Cllr Adams represent the Council on this LGA special interest group including representation on the Executive. The Assistant Director (Communities) provides support and attends the meetings. At the recent Annual Council, Cllr Ashton has now been appointed as the third Councillor.

The Consortium aims to:

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

1.21 During 2021/22 the group considered a number of different topics and issues relating all modes of public transport either through newsletters, lobbying or virtual meetings. The most relevant ones to Lincolnshire in relation to the bus industry are:

- Enhanced Partnerships including attendance by the DfT and Transport Focus
- Support to the bus industry

1.22 LCC representatives on the Group will continue to attend and contribute to LGA lobbying and discussion on public transport where it is in our interest to do so. Cllr Ashton attended the study tour and the next plenary in London on 30 June and 1 July 2022. This time, the study tour was a visit to Waterloo Bus Depot which in 2016, Go Ahead converted the depot from diesel to full electric bus, the first of its kind in the country.

1.23 The House of Lords Built Environment Committee is undertaking an Inquiry on the future of bus travel focusing on trends in towns and cities. Call for Evidence stage ended at the end of March 2022. Further updates on progress will be reported, when available.

**1.24 Total Transport**

We continue to work towards the Total Transport principles and believe that it is a solution for improved, sustainable travel in Lincolnshire. The principles of Total Transport are:

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

1.25 We continue to explore opportunities for working collaboratively with other public sector organisations such as health on passenger transport matters. We are continuing dialogue with Lincolnshire Clinical Commissioning Group (CCG).

1.26 There is an opportunity to engage with Schools and Colleges to work to the principle of utilising registered local bus services for non-eligible scholars travelling to a school of choice. Currently, these establishments contract operators to deliver closed contracts.

**1.27 Bus Shelter and Bus Stop Infrastructure**

In Lincolnshire, all bus stops are the responsibility of the County Council. The County Council manages a number of bus shelters usually on Interconnect routes which are the main services between the market towns and City. Others are the responsibility of the District/City/Borough or Town/Parish Councils. The public continue to be able to report any bus shelter/stop faults through Fix My Street. We refer any issues on shelters that are not our responsibility to the relevant District or Town/Parish Council.

1.28 During 2021/22 we undertook refurbishment of 12 bus shelters on Interconnect routes which are the responsibility of the County Council. A new shelter was installed at Horncastle and two replacement shelters at Rand and Southview, Skegness. The County Council also administers grants to Town and Parish Councils for new or to repair existing bus shelters. The maximum amount is £3,000. In 2021/22 we provided grants to two parishes.

**2. Conclusion**

Members of the Highways and Transport Scrutiny Committee are asked to recognise the forthcoming challenges to maintain the current local bus network, once Bus Recovery Grants end on 4 October 2022. The focus is still on recovery with a longer-term view on whether the current level of service can be enhanced in the future.

**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	DfT letter 4 April 2022

**5. Background Papers**

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

Document title	Where the document can be viewed
National Bus Strategy Bus Back Better	<a href="http://www.gov.uk">Bus back better – GOV.UK (www.gov.uk)</a>

This report was written by Helen Reek, Senior Projects Officer, who can be contacted on 01522 555545 or [helen.reek@lincolnshire.gov.uk](mailto:helen.reek@lincolnshire.gov.uk).

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Department  
for Transport

Stephen Fidler OBE FCIHT  
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Web Site: [www.dft.gov.uk](http://www.dft.gov.uk)

4 April 2022

Transport Director  
Lincolnshire County Council

[by email]

Dear Transport Director,

### **BSIPs and ongoing Enhanced Partnership support for Lincolnshire County Council**

Thank you for submitting your authority's Bus Service Improvement Plan (BSIP). We appreciate the time and effort you and your local bus operators have put into development of your plans.

Ministers were very pleased to see such a high level of engagement with the bus strategy across the country. As we set out in our update letter in January, and as you will recognise is often the case with any funding process, the demand for funding for BSIPs exceeded the funding available.

This means that we cannot provide new funding for your BSIP at this time. We know that news will be disappointing. However, this is not a final no, and while we can make no promises, you should not give up hope of funding. It is possible that further BSIP funding will become available in the coming months. Other funding streams, such as round two of the Levelling Up Fund (for which applications close at 12:00 noon on Wednesday 6 July) can also support investment in aspects of BSIP.

We therefore encourage you to implement all aspects of your BSIP that do not require new funding and to maintain your ambition for bus service improvements including by seeking funding from other Government funding streams when available. As set out below, we will be funding you for a dedicated Bus Enhanced Partnership Officer. Should further BSIP funding become available in the near future, we will not require you to apply for funding but will assess you and others in your position based on your initial BSIP. In many cases the miss was a narrow one and with more money it will be possible to fund more places. In making decisions on any further funding round, we may seek evidence of your willingness to continue with the plans you proposed.

For the Levelling Up Fund, should you be eligible, a fresh application will be needed.

Bus Service Operators' Grant will continue to be paid across the country; it is our intention that this will be conditional on having an Enhanced Partnership (EP) in place (or following the statutory process to consider bus franchising). We are committed to supporting you to get your EP in place and delivering for passengers.

This letter sets out what we hope will be helpful steers about EP content, and the support on offer.

## **Enhanced Partnerships**

Although it may not be possible for you to implement many of the costlier measures proposed in your BSIP at this time, there is still a lot that can be done to improve local bus services and grow bus patronage. Some interventions may be funded from other public funding sources or on a purely commercial basis.

We would expect the EP of an LTA that is not currently receiving BSIP funding from the Department to contain, but not necessarily be limited to:

- A statutory EP plan and scheme, with appropriate governance and bespoke variation mechanisms.
- A passenger charter giving bus users rights to specified standards of service, covering punctuality, vehicle cleanliness, proportion of services operated, information and a system for redress.
- A commitment from the LTA to retain all existing bus priority measures in the geographical area of the EP (e.g. bus lanes and traffic light systems that give priority to buses at junctions), with a description of each included in the EP scheme (either included in the draft EP that is subject to consultation or, if you have already completed the consultation process, using your bespoke variation mechanism).
- A commitment from operators to reinvest any operating cost savings from any new bus priority provided in the future into the delivery of improvements in your BSIP;
- A commitment that all operators in the EP area will either draw on a single source of bus service information or publish the details of all services in the area on their website and in timetables.

Many LTAs have developed other measures, such as integrated ticketing offers, marketing, branding or bus priority, at low cost in conjunction with their operators or as part of other funding streams. LTAs are encouraged to include a list of any new bus service improvement measures that will be implemented using their own funding or via other available funding streams.

## **Support from DfT**

The Department will continue to support this process through further funding and other practical support:



- To strengthen in-house capacity, we will provide a further capacity support (revenue) grant to your LTA in 2022/23. This should be sufficient to enable you to employ a dedicated bus Enhanced Partnership Officer for the next three years. We will write to you soon to set out the value of the grant to be made to your authority.
- To strengthen your in-house capability, we will support appropriate training for your EP Officer under the auspices of the new Bus Centre of Excellence. We will also support the community of local authority EP Officers nationwide through the networking and information-exchange activities provided through the Bus Centre of Excellence, which will include and incorporate the existing Basecamp channel.

## **Ticketing**

Convenient bus ticketing solutions will encourage demand growth and along with improved passenger information, help encourage an integrated look and feel to otherwise fragmented networks. We are continuing to work with potential partners of a technical solution to facilitate Pay- As-You-Go multi-operator revenue allocation and will make further announcements in due course. It is our intention that this system will ultimately be available nationwide, forming the basis of a standard set of improvements available to all. We will continue dialogue with LTAs and operators to increase availability of on-board equipment and revenue processing systems to take advantage of the new solution

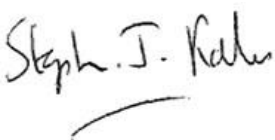
## **Next steps**

As we set out in the bus strategy, we want to see every area forming EPs or franchising arrangements; and again, Ministers were very pleased to see that all LTAs issued notifications of intent last year to do so. Please do proceed with getting your EPs (or franchising arrangements) in place as soon as reasonably possible, so that you are able to benefit from other discretionary funds in the future. This advice supersedes that from January 2022 which asked for a draft EP to be submitted by the end of April.

As set out in Bus Back Better, we intend to consult on reform of the Bus Service Operator's Grant (BSOG), including on making the reformed BSOG available only to LTAs and operators in an EP, or where franchising is being actively pursued.

If you would like to request feedback on the assessment of your BSIP, please contact the DfT Bus Reform Engagement Team at [BSIP@dft.gov.uk](mailto:BSIP@dft.gov.uk).

Yours sincerely,



Stephen Fidler

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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>July 2022</b>
Subject:	<b>Performance Report, Quarter 4 – (1 January 2022 – 31 March 2022)</b>
<b>Summary:</b> This report sets out the performance of the highways service, including the Major Highways Schemes Update, Lincolnshire Highways Performance Report and Highways and Transport Complaints Report.	
<b>Actions Required:</b> The Committee is asked to consider and comment on the detail of performance contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport and IT.	

### 1. Background

This report provides an update on all aspects of the highways service delivery, including major schemes, quarterly performance data for the key contracts (Highways Works, Traffic Signals and Professional Services) and strategic highlights relevant to the Highways Service in Lincolnshire.

This report contains:

- Major Highways Schemes Update June 2022
- Lincolnshire Highways Performance Report, 1 January 2022 – 31 March 2022) Quarter 4
- Highways Complaints Report, Quarter 4
- Corporate Plan Performance Indicators – Condition of roads, Quarter 4 2021/22

## **2. Major Highways Schemes Update**

The Authority currently has three major highways schemes that are in progress:

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

There are a number of major highways and other infrastructure projects, which are of significant scale and have a major impact on the County and surrounding area. All of these schemes are included in the Major Highways Schemes Update, June 2022, found in Appendix A to this report.

## **3. Lincolnshire Highways update**

### **3.1. Performance Report**

Quarterly performance is reported at the Lincolnshire Highways Performance Working Group. Here, performance issues are discussed and if required, escalated through the governance structure, with poor performance becoming the subject of an Improvement Plan.

A copy of the Lincolnshire County Council Highway Performance Report for Year 2, Quarter 4 can be found in Appendix B. This covers the period of January to March 2022.

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

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 58.5%
- Professional Services Contract Performance Indicators (WSP) – 76%
- Traffic Signals Term Contract Performance Indicators (Colas) – 88.0%
- Client Performance Indicators (LCC) – 76.0%
- Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 78.0% (provisional)

The scores for Highway Works, Professional Services and Traffic Signals have remained at a similar level to Quarter 3 however a significant improvement within the LCC Client performance has been recorded, increasing by 10% from last quarter.

For specific areas of the Service that are below the targeted performance, the following Improvement Plans are in place:

- Highway Works – PI3 – Tasks Completed within timescales – Reactive Works
- Highway Works – PI8 – Street Lighting Service Standard
- Highway Works – PI9 – Drainage Cleansing Maintenance

In line with the contractual procedures, PI3 and PI8 have triggered a Low Service Damage penalty within the contract and continue to receive increased focus and effort. It is

anticipated that additional resource and improvements to gang productivity will result in improvements to PI3 and issues in relation to PI8 will be resolved next quarter as additional resource is bought onto the contract to address Streetlight routine maintenance. For PI9 – Drainage Cleansing, Low Service Damages were deferred as the low performance related directly to a change in provider as the original Sub Contractor went into administration.

**3.2. Contract Specific Update**

The delivery of the three key highway delivery contracts (Professional Services – WSP / Highways Works – Balfour Beatty / Traffic Signals – Colas) are now at the start of year three of the contract. The linked contracts are due for renewal on 31st March 2026 with the possibility of extension up to 31st March 2032.

**3.3. Highway Works Term Contract – Balfour Beatty**

The Highways Work Term Contract delivers the vast majority of highway service, with maintenance of carriageways a priority but with footways and cycleways also being proportionally addressed according to the Highways Asset Management Strategy. Minor reactive works are used predominantly to address safety issues and faults within the carriageway and footway network. The contract also delivers most of the drainage, structures and streetlighting maintenance improvement schemes.

In Quarter 4 of 2021/22, Lincolnshire Highways repaired 13024 faults, including 10971 carriageway potholes (including edge potholes). The service fixed 214 gully grates, 361 footway potholes, 425 footway slabs, replaced 16 gully pots completely, as well as carrying out 268 kerbing jobs, 42 minor tree jobs and repaired or replaced 174 signs.

During the fourth Quarter Lincolnshire Highways completed 12.5 miles of carriageway patching and surfacing, 2.2 miles of footway resurfacing and reconstruction, and refreshed 30 miles of carriageway lining.

<b>Work Types</b>	<b>Miles</b>	<b>Schemes</b>
Drainage Improvements		8
Footway Reconstruction	2.2	7
Main Line Replacement	30	8
Carriageway Patching	3.8	4
Residential Resurfacing	3.8	41
Carriageway Resurfacing	4.9	13
Street Lighting Replacement		3
Structures Improvements		7
Traffic Signals Improvements		3

### **3.3.1. Minor Works Gangs**

The minor works gangs continue to deliver work slightly larger in scope than the reactive safety works covered by Series 6300, of the Term Maintenance Contract. The service continues to focus on the most beneficial aspects of this work, such as civils, minor patching, and drainage into 2022/23.

555 individual jobs of this type were completed across the County in Quarter 4 of 2021/22 and we look to replicate this volume going forwards. This included 136 tree jobs, 129 Carriageway sites, 61 drainage jobs, 36 jet patching sites, 48 footway repairs.

### **3.3.2. Challenges / Improvements**

The maintenance construction sector continues to be extremely challenging as material prices / inflation / skills shortages / Covid 19 and supply chain disruption continue to hamper delivery. Inflation within the Highways Works contract means that the cost of the service is 13% higher in April 2022 than it was in April 2021. Since April, monthly inflation has continued to increase at a rate of 4% per month and is continuing to rise at a faster rate than the Consumer and Retail Price Index. The impact of rapidly increasing oil and energy prices used in the production of fuel, tarmac, and bitumen, is adding additional cost pressures beyond the inflationary mechanisms built into the contract. The consequence of this, is that less service can be delivered in comparison to previous years and strain is being placed on the contract, the partners and supply chain in Lincolnshire. However, even with these challenges, LCC Highways and its strategic delivery partners are working hard to mitigate the impact of this.

During Q4, the sub-contractor providing the drainage service for Lincolnshire County Council went into administration. The provider ceased to trade on 17<sup>th</sup> February 2022. Balfour Beatty acted quickly and retained three of the tankers and 6 operatives working from the Sleaford Depot so that a skeleton service could continue whilst new providers were brought onto the contract. A new sub-contractor has now been awarded the service to deliver from the Sleaford depot and it is expected that the new provider will resolve the low Q4 PI9 score for the next reporting period.

One of the main focus areas of the Highway Works contract continues to be the delivery of the reactive service. The scale of demand, resource requirements and commercial pressure within the contract are challenging, but all parties involved (including the supply chain) are making the required improvements. Improvements have been made to live data reporting so that the teams fully understand gang productivity and the impact of decision making in the delivery of this challenging service area. Additional resource continues to be introduced to the contract to address performance issues in relation to PI3 whilst improvements in the background are made to improve productivity.

To tackle the inflation pressures on the contract, Lincolnshire Highways have increased the volume of recycling within the contract. At specific lower risk locations, traditional asphalt material has been substituted with Cold Recycled Bound Material. The process not only has

the added benefit of reduced carbon generation, but it also ensures consistent material availability that is shielded from inflation pressures directly linked to increasing oil and energy prices as the material is not heated.

### **3.4. Professional Services Contract - WSP**

WSP work alongside Lincolnshire Highways colleagues in the Technical Services Partnership (TSP), where three PIs measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). All schemes which completed in Year 2 Quarter 4 feed into this reporting period.

The overall Professional Services Partnership score for 2021 Quarter 4 is 76.00 out of 100, slightly down on Quarter 3 score of 79.8.

WSP achieved 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 BIM (Building Information Modelling) and supporting the ProjectWise common data environment required to assist Lincolnshire County Council delivering against DfT requirements for new highway infrastructure schemes. WSP colleagues are also actively engaged in social value activities, including leading a pan alliance volunteering scheme to refurbish three playgrounds in Caistor, whilst engaging in GLEP careers and enterprise activities at Lincoln College, alongside mentoring three students at Lincoln University.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost achieved an average score of 7.7/10 for Y2 Quarter 4, which is slightly down on the previous quarter at 8.4/10.

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 Quarter 4 has improved at 64/75 (86.67%), the agreed scoring mechanism is at the minimum performance score of 4/10. This PI has been a challenge for each contract and has resulted in this measure requiring an Improvement Plan. Staff training took place in December 2021 with a view to improving performance.

Performance of ongoing highways schemes has been maintained as staff transfer into smarter working arrangements, with the locally based LCC & WSP teams continuing to be integral to the delivery of highways improvements. This includes successful delivery of a range of PRN Schemes across the county. The partnership continues to progress efficiency and customer service initiatives through the annual Technical Services Partnership Action Plan.

#### **3.4.1. Challenges / Improvements**

Recruitment for specialist roles within the engineering sector are proving difficult to attract and retain in the current climate. LCC have needed to pursue alternative routes to obtain staff on occasion to backfill hard to fill positions. The PI that monitors this element of the

service has been adjusted for Yr3 of the contract to ensure that both the Lincoln based staff and remote staff are filled when requested by LCC.

### **3.5. Traffic Signals Term Contract – Colas**

The Traffic Signals PIs remain at a consistently high level with an overall score of 88, the same result as that for Quarter 3. There had again been 2 emergency faults missed under PI 3, a task order missed under PI 5. The average for Year 2 stands at 89.

Overall statistics for Q4 are as follows:

- 56 emergency faults (2-hour response) of which 54 were attended in time (96.5%)
- 430 standard faults of which 430 were attended in time (100%)
- 70 requests for signals to be switched off for road works

Colas have appointed a new ITS Manager who is very experienced in the traffic signals field having previously worked for Siemens. He has already made a difference to the confidence and efficiency of the team. The LCC maintenance team had 2 new starters in Q4 which have made a very positive impact on the team's performance. There is still one vacancy to be filled which should be completed this summer.

The Traffic Signal Capital Programme for Quarter 4 saw the completion/commencement of the following works:

- Winsover Road / Swan Street, Spalding – long overdue refurbishment of the junction and replacement of the adjacent pedestrian crossing facility at Station Street
- St Catherines (Dudley Street) Grantham – refurbishment of a Toucan crossing to the latest standards

#### **3.5.1. Challenges / Improvements**

The wider Colas business continue to offer support to the Highway Service as a sub-contractor providing recycling schemes on the unclassified road network. Colas have also been engaged to provide support work on one of the Major schemes.

## **4. Complaints**

A copy of the Highways Complaints Quarter 4 report can be found in Appendix C. During Quarter 4, the Highway Service received a total of 20953 enquiries / contacts with 224 contacts escalated as complaints with 163 entered the formal complaints process, equating to approximately 1% of all contacts.

Customer Complaints relating to highways and transport have seen an increase from the last quarter of 39%. The level of complaint escalations from the Highway Service has decreased from 1.7% last quarter to 0.6% of complaints escalated this quarter.

The complaints are of a varied nature, however the highest reason related to potholes which accounts for 27% of complaints.



## 5. Corporate Plan Performance Indicators – Condition of roads

A copy of the annual Corporate Plan Performance Indicators can be found in Appendix D. The results for the Principal, non- Principal and Unclassified roads all exceed the minimum agreed target levels in terms of the percentage of the network where maintenance should be considered. Comparisons to other authorities demonstrate that the Principal road network in Lincolnshire is in a better state than the average rural authority whereas the Non – Principal and Unclassified road networks are in a worse state than the average rural authority. The LCC Highways team continue to target improvement in these areas and continue to maximise the service efficiency so that the condition of the assets is maintained and where possible improved.

## 6. Conclusion

Lincolnshire's Highway team and its strategic partners continues to deliver an efficient and effective service during extremely challenging market conditions. Lincolnshire Highways continues to be viewed as one of the sector leaders following external verification via peer review and is looking to maintain this position into the future. The service continues to pursue a number of service improvement initiatives to tackle areas of low performance and is consistently striving for improvements across the wider service.

Inflation pressures and key risks outlined within this report are impacting delivery of the service, not least the challenge around inflation rises and resource availability, 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

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Major Highways Scheme Update Report June 2022
Appendix B	Lincolnshire Highways Alliance Performance Report (1 January 2022 – 31 March 2022) Quarter 4
Appendix C	Highways Complaints Q4 Report
Appendix D	Corporate Plan Performance Indicators - Condition of Roads, Quarter 4 2021/22

## 8. 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 Jonathan Evans, Head of Highways Services, who can be contacted on 01522 55222 or [Jonathan.evans@lincolnshire.gov.uk](mailto:Jonathan.evans@lincolnshire.gov.uk).

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## **Appendix A**

### **Major Highways Scheme Update – June 2022**

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

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

Phase 2 which is the new graded separated junction on to the A1 completed December 2021. The junction is likely to open later in 2022.

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 construction either side of the Witham Valley and the installation of the bridge foundation piles. The piling works for the bridge piers commenced in January 2022 and the foundation for the western abutment has been completed.

#### **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. A key decision to appoint Balfour Beatty as the Design and Build Contractor was approved on the 5<sup>th</sup> April 2022 who in turn will appoint a design consultant. The project has now entered the next key stage which focusses on data acquisition and design in advance of a planning application being submitted in 2023. It's likely that works will commence late 2025, however the project is subject to many statutory processes and risks that have the potential to delay the scheme. It's also worth noting that current material inflation will have a significant increase of forecast scheme costs.

#### **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.

Works commenced in January 2022 with the construction of the two piling platforms to allow the c1000 number piles to be installed to support the bridge over the rail line. The focus over the next few months will be the installation of the bridge piling network and continue works on the proposed roundabout on Spalding Road. Works are programmed to be completed by the end of 2023.

#### **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. A further detailed feasibility of the potential road is now being developed.

A feasibility of an Orby bypass is also being progressed.

### **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. Since the announcement the projects have all moved into detailed design with a view to start on site in 2023 and be completed 2025.

### **A17 Heckington Dual Carriageway**

LCC was successful with a funding bid of £50k from Midlands Connect to progress a scheme to a Strategic Outline Business Case Stage. This is matched funded by LCC to help build-up a sizable 'pool' of credible business cases Midland Connect region can prioritise for submission to the 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.

LCC put forward the A17 Heckington dualling proposals which includes dualling the sections between the east and west junctions of Heckington and possibly some junction alterations. The Business Case is due to be completed Autumn/Winter 2022.

### **Red Lion Square**

Red Lion Square lies at the centre of historic Stamford. The project will address the issues where the sand joints have failed due to vehicles and the public passing over the paving causing damage to the setts.

The project will provide a new paved surface that has the following benefits:

- The new paving will be aesthetically sympathetic and very similar to the existing paving.
- The new paving will have a design life of at least 20 years.
- The new paving will have deeper stone setts, a new mortar bed and new mortar joints which will reduce long-term maintenance costs.

The project has commenced on site in May however there have been delays due to a shallow gas main, amongst other utilities. This has now been resolved and the works recommenced 13<sup>th</sup> June, however the completion date has moved back to the end of October 2022. As the works now span the Burleigh Horse Trials the project has planned to remove the traffic management during the weekend and then restart works after.

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## **Lincolnshire Highways Performance Report**

**Year 2 Quarter 4 - January to March 2022**

***Prepared June 2022***



### Introduction

This report is prepared for the Lincolnshire County Council (LCC) 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 (KPIs) are directed at measuring the achievement of the objectives of the Partners working with and delivering services for LCC Highways. These mutual objectives represent the aspirations of the Partners to deliver the best service for the residents of Lincolnshire.

Performance Indicators (PIs) 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 partners working with LCC are incentivised to work in collaboration with each other and add value to the wider Highway service delivery in Lincolnshire.

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Lincolnshire County Council Highways  
Performance Report  
Quarter 4 2021/22 – Final Version

**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> ↔	8.0	8.3		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>98.53%</b>	<b>8</b> ↔	8	7.5		Out of 749 emergency jobs over the quarter, 738 achieved the required response rate.
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	<b>76.36%</b>	<b>0</b> ↔	0	0.0		7801 out of 10216 jobs were completed on time.
HWTC PI4	Tasked completed within timescales - Planned Works	99%	<b>99.1%</b>	<b>10</b> ↑	9	9.3		111 jobs out of 112 were completed within anticipated timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	<b>99.53%</b>	<b>10</b> ↔	10	10.0		This quarter there were 8 FPNs for non-compliance of TMA on 1191 completed JVs.
HWTC PI6	Quality assessment of workmanship	95%	<b>87.50%</b>	<b>6</b> ↓	8	8.0		The data used for the quarter shows 87.50% compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	<b>93.44% Notifications; 96.92% Target Costing</b>	<b>6.5</b> ↑	4	3.9		Out of 61 Contract Notification 57 were acknowledged in appropriate timescales. 96.92% of jobs requiring a Target Cost did so within 4 weeks of works commencing.
HWTC PI8	Street Lighting Service Standard	98.5%	<b>68.54%</b>	<b>0</b> ↔	0.0	1.5		The Salix Energy Saving work has remained good but a minimal routine maintenance activity has reduced the overall score.
HWTC PI9	Drainage Cleansing Maintenance	95%	<b>59.00%</b>	<b>0</b> ↔	0	5.0		The target cleanse for Quarter 4 was below target, and the cumulative total for the year has also fallen below target. The subcontractor has gone into liquidation and this has impacted on the final score.
HWTC PI10	Winter/Summer Maintenance	On Track	<b>99.60%</b>	<b>10</b> ↔	10	10.0		1494 routes out of 1500 requests started at the required time.

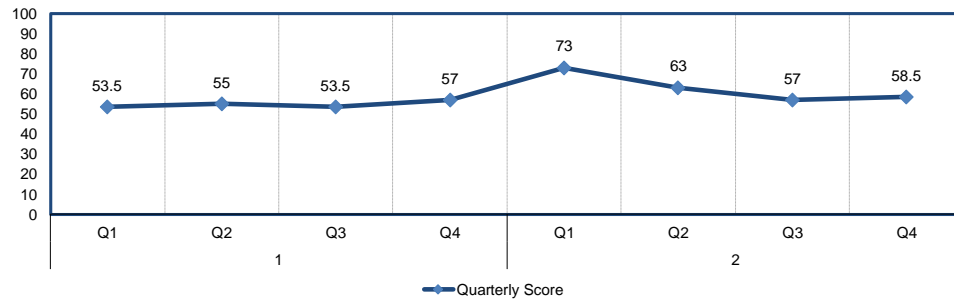


<b>Total</b>	<b>58.5</b> ↑	57.0	63.4
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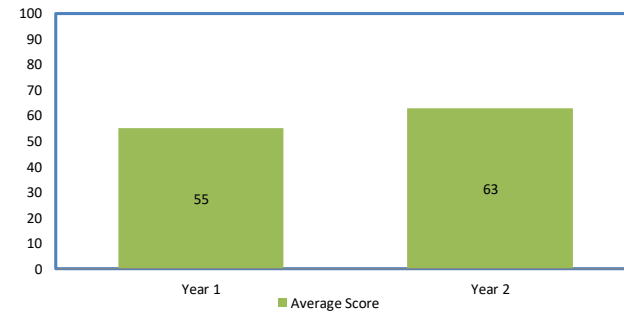
Overall Summary

The score for this quarter increased from 57 points to 58.5. Whilst this score includes some improvements there has also been a measure with a drop in score. PI9 and PI8 are due new subcontractor arrangements from Year 3 and will continue to be monitored for improvements.

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



Yearly Average Highways Works Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 4 2021/22 – Final Version

**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	8.0		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	10.0		The annual target for savings in Y2 is 104K.
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	<b>87.09%</b>	<b>6.3</b> ↓	8.0	7.5		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 87.09% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	<b>85.94%</b>	<b>8.6</b> ↑	8.3	8.2		There were 119 Task Orders completed this quarter - on average they took 85.94% of the agreed timescale. The average score for Design was 8.79 whilst Supervision was 8.36
PSP PI5	Overall Performance of Design and Supervision	85%-115%	<b>106.74%</b>	<b>6.8</b> ↓	9.1	7.5		The average Awarded Tender Value was 111% 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>100.00%</b>	<b>9.1</b> ↑	8.0	8.9		Of the 20 completed schemes the average percentage of Original Quote compared to Actual Cost was 100%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	<b>88.75%</b>	<b>4.0</b> ↑	3.0	3.3		Out of 160 Contract Notifications 142 were acknowledged or actioned in appropriate timescales.
PSP PI8	Client Satisfaction of Design Service	>9.5	<b>6.58</b>	<b>6.0</b> ↔	6.0	5.0		The average score by Task Order values were as follows - Below 10k = 7.98, 10k-50k = 5.27, 50k-100k = 6.98 , Greater than 100k = 6.14. The average overall was 6.58
PSP PI9	Continuity of Key Staff	No impact	<b>4 Negligible 3 Minor 2 Significant</b>	<b>7.2</b> ↓	9.4	8.5		Three schemes reported potential for a minor impact due to changes in staff. Two schemes reported a significant impact due to change.
PSP PI10	Time to fill a Vacancy	>90%	<b>No Vacancy Requested</b>	<b>10.0</b> ↔	10.0	10.0		No vacancies were requested to be filled so this measure has been deemed to score full marks.

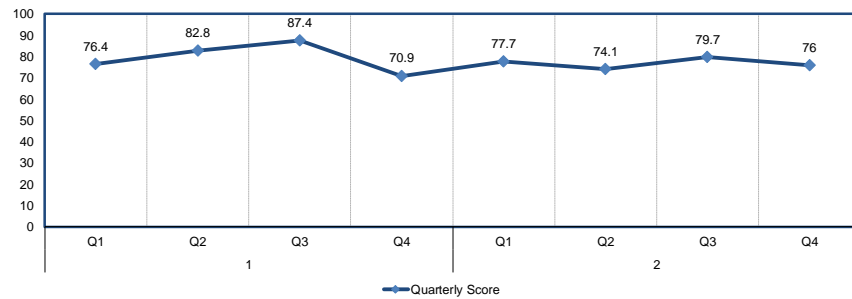


<b>Total</b>	<b>76.0</b> ↑	79.7	76.9
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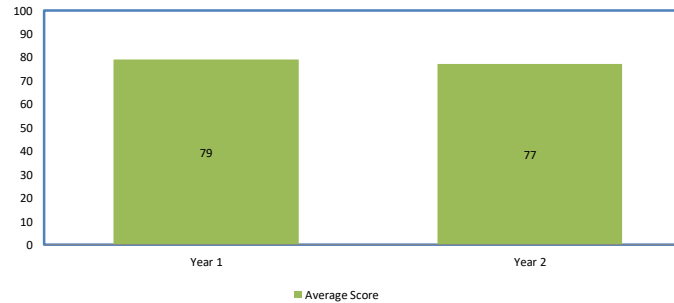
Overall Summary

The overall Professional Services Partnership score for 2021 Q3 is 6 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 = 78)



Yearly Average Professional Services Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 4 2021/22 – Final Version

**Traffic Signals Term Contract  
Performance Summary**

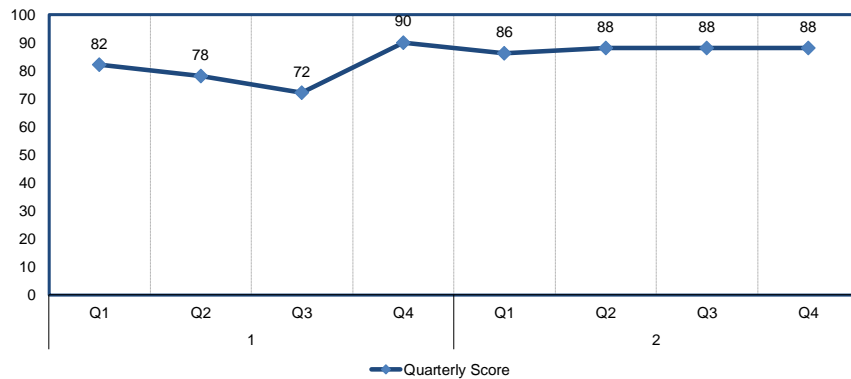
		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>8.5 Achieved</b>	<b>6</b> ↔	6	6.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8.5 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 Q4.
TSTC PI3	Response times for emergency works	None missed	<b>2 missed</b>	<b>4</b> ↓	10	7.0		54 emergency faults out of 56 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	<b>99.79%</b>	<b>10</b> ↔	10	10.0		483 faults out of 484 faults received during Q4 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	<b>98.43%</b>	<b>8</b> ↓	10	9.5		63 of 64 task orders that have been received during Q4 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		6 remedial have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	<b>100.00%</b>	<b>10</b> ↔	10	10.0		484 out of 484 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> ↔	10	7.5		5 task orders out of 5 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	<b>Behind</b>	<b>10</b> ↑	4	8.5		All annual inspections were completed by the end of Q4
TSTC PI10	Signal Optic Failures	30 or less	<b>32 sites</b>	<b>10</b> ↑	8	9.0		There has been a total of 18 sites where an Optic failure has occurred.



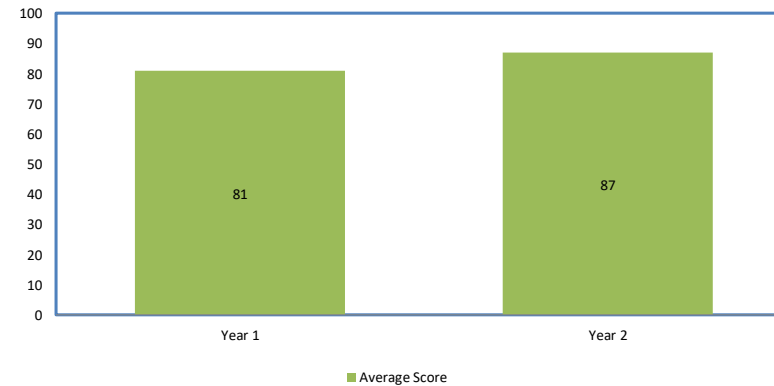
Overall Summary

<b>Total</b>	<b>88.0</b> ↔	<b>88.0</b>	<b>87.5</b>		The score for this quarter has maintained at 88 points. The programme of annual inspections caught back up and was fully complete. The score remains high.
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Traffic Signals Performance Scores Over The Contract Period  
(Average score = 83)



Yearly Average Traffic Signals Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 4 2021/22 – Final Version

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 ↔	10	9.3		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%	95.03%	8 ↑	6	5.3		Out of 12366 incoming enquiries only 11752 were actioned within appropriate time scales. The level has increased from last quarter and has scored 8 points.
Client PI4	Early Contractor Involvement	>98%	95.58%	6 ↑	0	0.0		Out of 68 schemes that started this quarter 65 has had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	5.58%	10 ↔	10	10.0		So far £42,577,762 has been raised on Confirm with £2,377,837 compensation events against that target.
Client PI6	Total Rejected Orders	<1%	2.43%	7 ↔	7	7.5		Out of 21337 committed jobs 519 were rejected
Client PI7	Contract Notifications processed within required timescales.	100%	75.67%	0 ↔	0	0.0		Out of 300 Contract Notification 227 were acknowledged or actioned in appropriate timescales.
Client PI8	Percentage of abortive works	<1%	0.99%	10 ↔	10	10.0		Out of 313 jobs that have gone through the ECI process 1 were subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	97.77%	8 ↔	8	7.5		Out of 584 Highway Inspections 13 had overdue inspections.
Client PI10	Value for Money	Constant Improvement	Baselines being agreed	7 ↑	5	5.5		The Value For Money process has been reviewed and is starting to be implemented. Some areas have now had a review of Y1 and Y2 to establish baselines but not all have been finalised. As such the measure scores 7 accordingly.

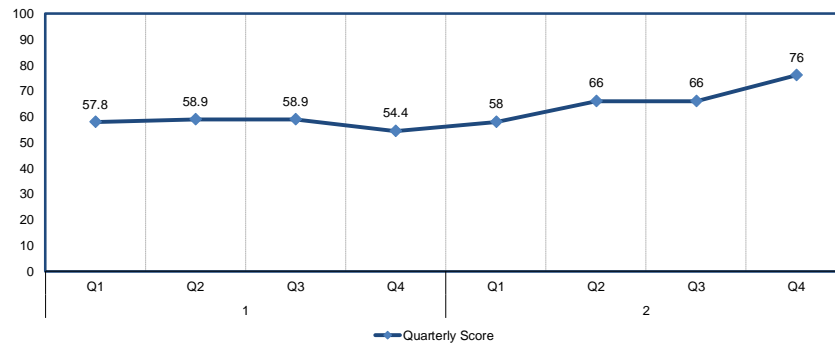


Total	76.0 ↑	66.0	65.0
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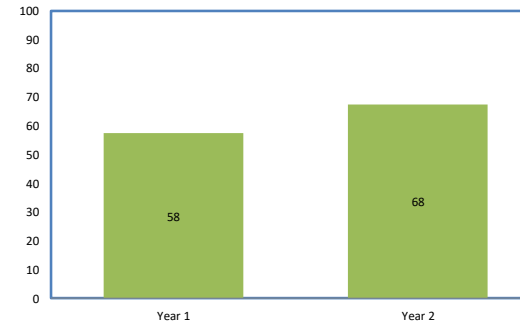
Overall Summary

The score this quarter has increased from 66 to 76. There was an increase in Client Enquiry Response Times actioned in time and an improvement in ECIs. Notifications, whilst increasing, performance still requires improvement. A focus group has been arranged to continue to focus on areas that are not at required levels.

Client Performance Scores Over The Contract Period  
(Median score = 59)



Yearly Average Client Performance Scores



Lincolnshire County Council Highways  
Performance Report  
Quarter 4 2021/22 – Final Version

Alliance Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
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%	91.59%	9 ↔	9	9.5		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 6 out of 7 for this quarter.
Alliance KPI3	Minimising disruption to the public	36 schemes annually	37 schemes ytd	10 ↔	10	8.8		44 schemes were confirmed by Q4 so the target for Y2 has been achieved.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	7 ↔	7	7.5		The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been a decrease in apprentices working on the contract and is below the commitments from partners. The level of spend to suppliers locally has been maintained.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	-1.80%	2 ↔	2	2.0		This is annual data, and the figure for 2021 was an decrease of 1.8% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	86.00%	6 ↔	6	6.0		This is annual data, and the figure for 2021 was an increase of 1% in efficiency of spend This result changes once per year in October.
Alliance KPI7	Net/Positive Press Coverage	>95%	79.70%	4 ↔	4	4.5		This Quarter there was 45 positive, 116 neutral and 41 negatives stories. There were 202 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.53	10 ↔	10	10.0		The average score for the alliance partners was 7.53 out of 10 - increasing from 7.33
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 >£58 per Tonne 98% Recycled	10 ↔	10	10.0		5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions for Year 2 has still to be finalised so initially estimated to be on track. Data for Year 1 showed total Carbon Emission to be equivalent to 1,327 tonnes, at an average £57 spend per kg produced. The target for year 2 is a 2% improvement.
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	100.00%	10 ↔	10	9.8		35 assessments over the past twelve months have passed out of 35 assessments.

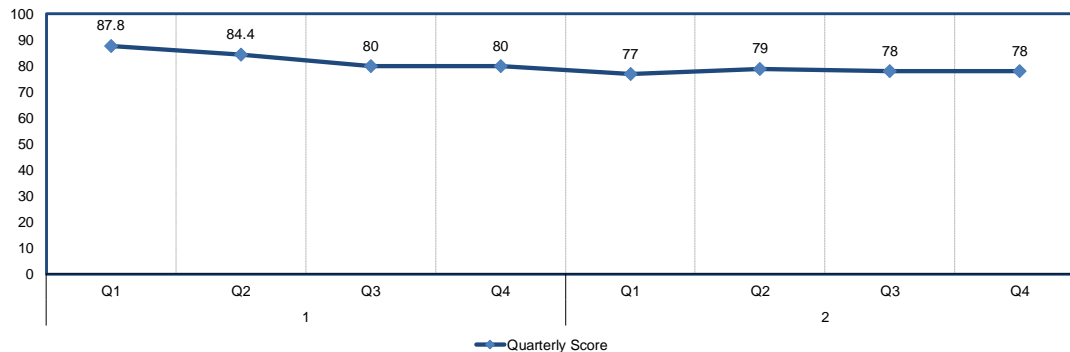


Total	78.0 ↔	78.0	78.0
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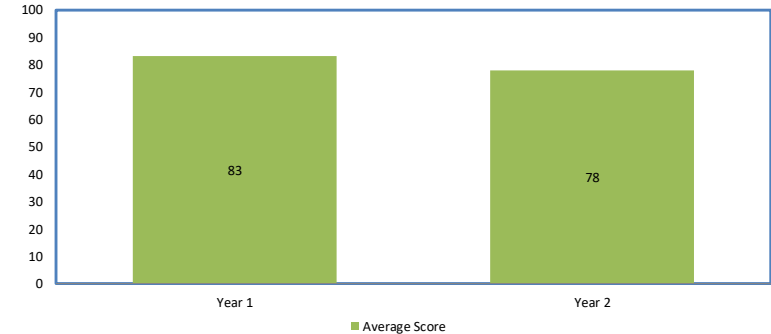
Overall Summary

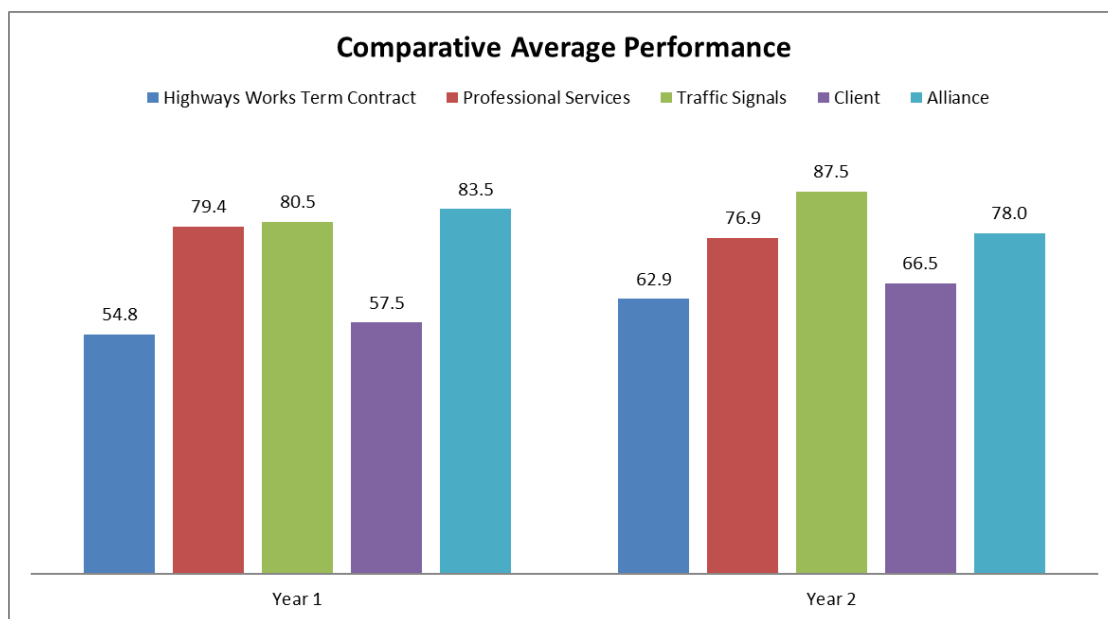
KPI9 but as things stand the score remains at 78. There has been no changes from the previous quarter

Alliance Performance Scores Over The Contract Period  
(Median score = 80)



Yearly Average Alliance Performance Scores





## Conclusion

The Highway Works Term Contract has increased from 57.0 to 58.5. As expected the Drainage Cleansing Maintenance element of the measures remains behind due to the subcontractor ACL who provided the service going into liquidation. A new subcontractor has been sourced. Streetlighting has also remained low, and a new Subcontractor will be brought onto the contract shortly to aid performance improvement.

The Professional Service Contract score has decreased from 79.7 to 76.0. This remains a good score.

The Traffic Signals Contract maintained a score of 88.0 points. This is the joint second highest score for the contractor and continues to show high performance.

The Client score has increased from 66.0 to 76.0 points. This is the highest score for the Client so far in this contract. Contract notifications being committed within timescales still require improvements and is programmed to be a focus area for the Performance Team sub group prior to the next reporting period.

The Alliance Indicator score remained at 78. Public satisfaction and negative press coverage is the main area of concern.

James Malpass  
June 2022

## 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)**

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

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

This includes the following priorities –

1 hour jobs

2 hour jobs

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

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

Denominator = Total number emergencies identified (Y )

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

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 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 CO<sub>2</sub> = 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 CO<sub>2</sub> 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 4; 2022

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April 2022

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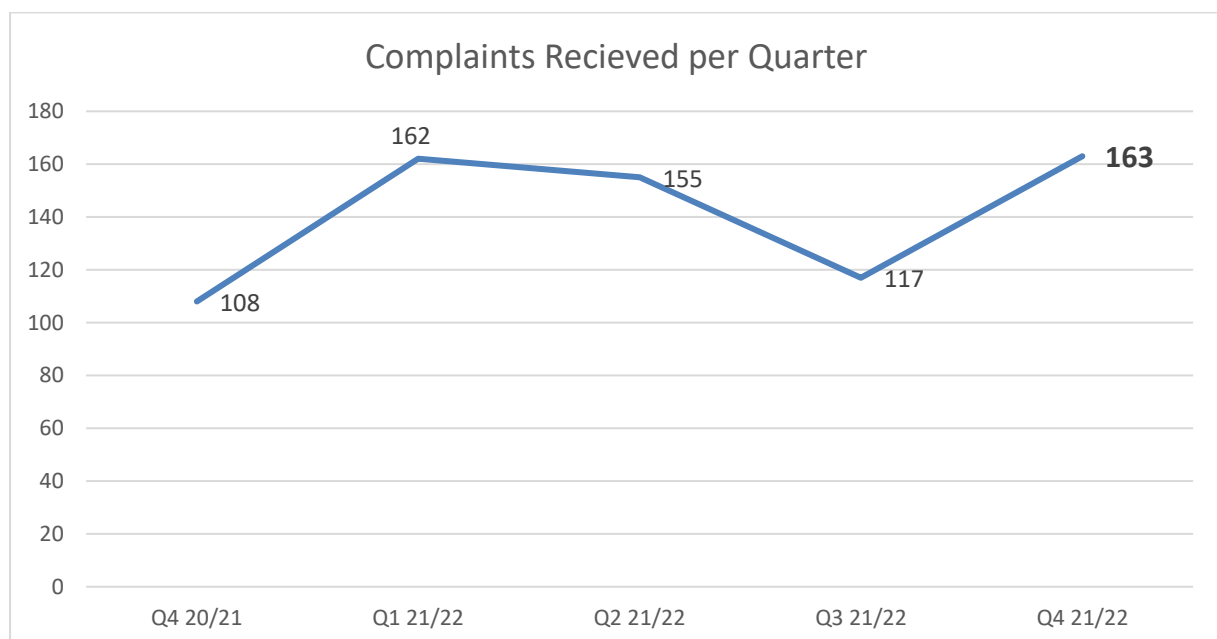
## Introduction

The following report is a summary of findings from the complaints raised in the 4th 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.

In this report the figures for each department will be broken down to provide a more in-depth look at the main issues we are currently experiencing.

## Q4 Overview

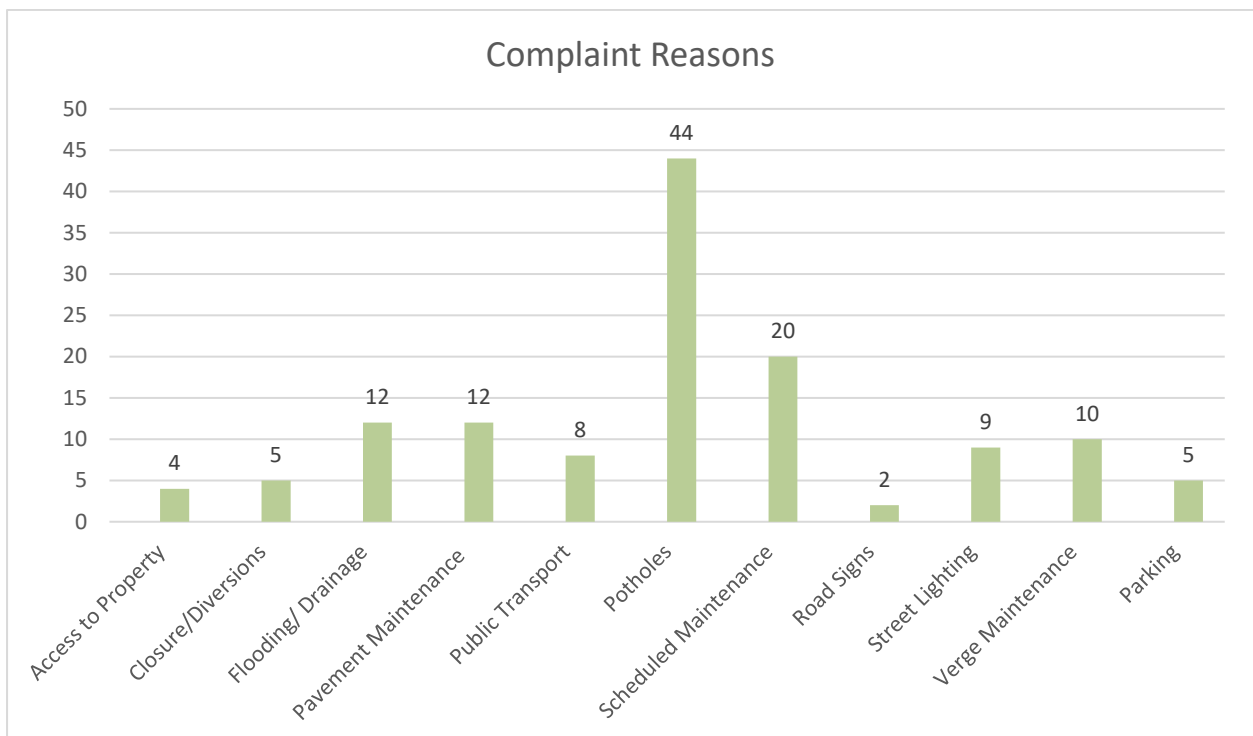
Highways received 9189 Fix My Street contacts, 8782 CSC calls, 2758 CSC emails and the Customer Relations Team received 224 contacts totalling 20953 in the fourth quarter of 2021/2022, from individuals wishing to give feedback, report issues or complain about various services. Out of these 20953 contacts, 163 entered the formal complaints process, this equates to just over 1% of all contacts received (73% of contacts received by CRT entered the formal process), the remainder were actioned and resolved informally. The number of complaints entering the formal process has seen a 25% decrease in comparison to the previous quarter.



Of the 163 complaints formally investigated, only one case was escalated and explored at a stage 2 of the complaints process. Upon reviewing, the case was not upheld as the concerns raised showed there was not a fault found in the delivery of the services received.

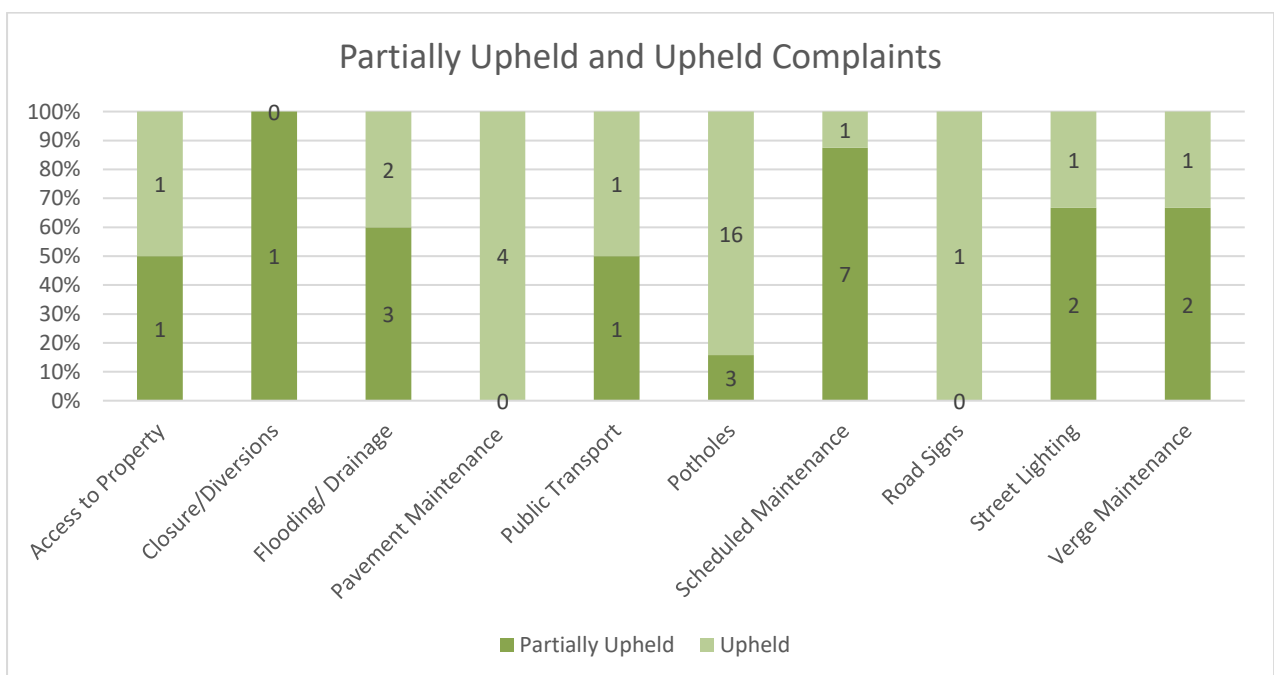
Given the significant volume of enquiries/contacts the highways service received for this quarter against the receipt of 163 complaints with only an escalation of 1.23% cases, reflects the positive work being done on receipt of the concerns raised. The positive approach in providing thorough responses and suitable remedy where appropriate, and in line with the Local Government Ombudsman (LGO). Whilst cases have been escalated to the LGO, none of these have seen fault found in either the way in which the service was delivered, or the responses provided to individuals raising complaints.

Complaints raised were in relation to the following areas;



With an increase in the number of complaints raised there has also been an increase in the number of complaints being partially or fully upheld. This means that the service effectively responding to concerns and rectifying issues raised. 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;

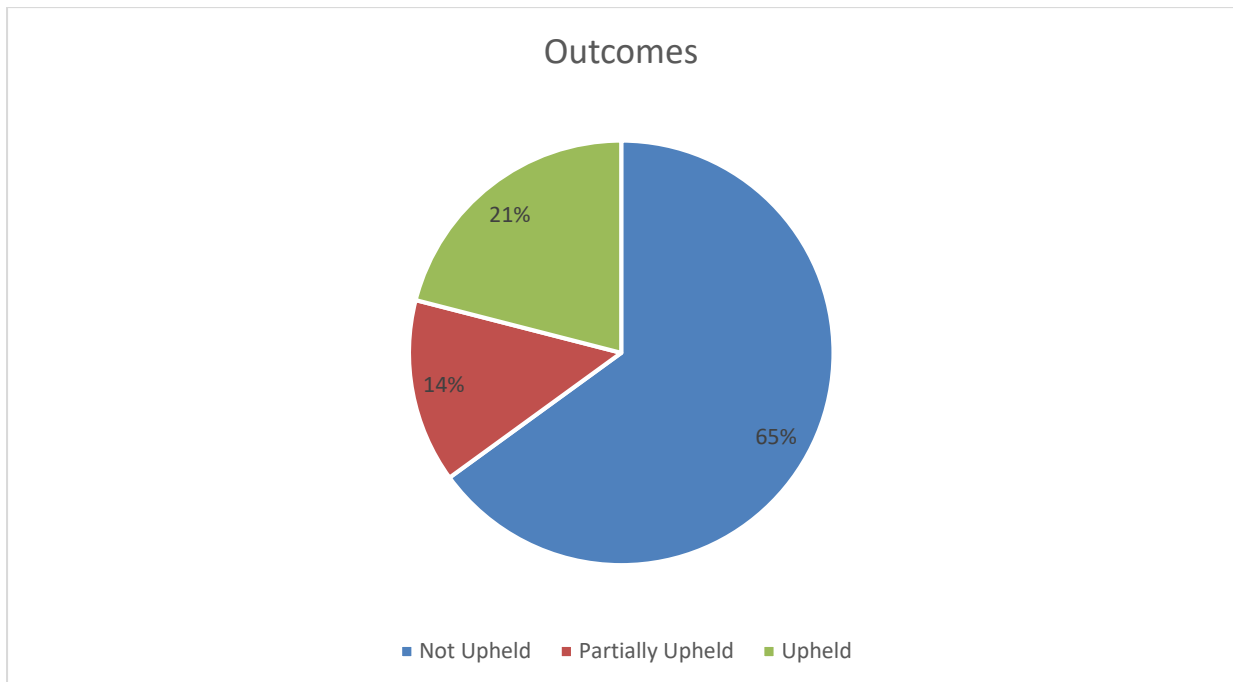


As evident, the highest concern from the public is the need to repair road defects. The main cause of this is the public's perception that the need to repair is greater than agreed with the intervention levels within our HIAMP.

During this Quarter, Outer Circle road was closed whilst works were carried out at Wicks Retailer. This led to several contacts regarding the diversion route that was being used and local residents were unhappy with the decision to fully close the road.

There has also been a high number of contacts made regarding the traffic management along the A17 Swing bridge/Sutton bridge. Numerous residents have expressed their upset for the delays they have been facing and no improvement seen.

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



### **Summary**

Whilst numbers remain higher than pre-pandemic levels, they should not be considered in isolation given the 20953 enquiries / contacts were received, the numbers of stage 1 complaints have remained relatively parallel over the last year. It is positive that the service continues to see a high number of contacts being resolved informally to the complainant's satisfaction with a significant low number of cases being escalated to the next stage of the process.

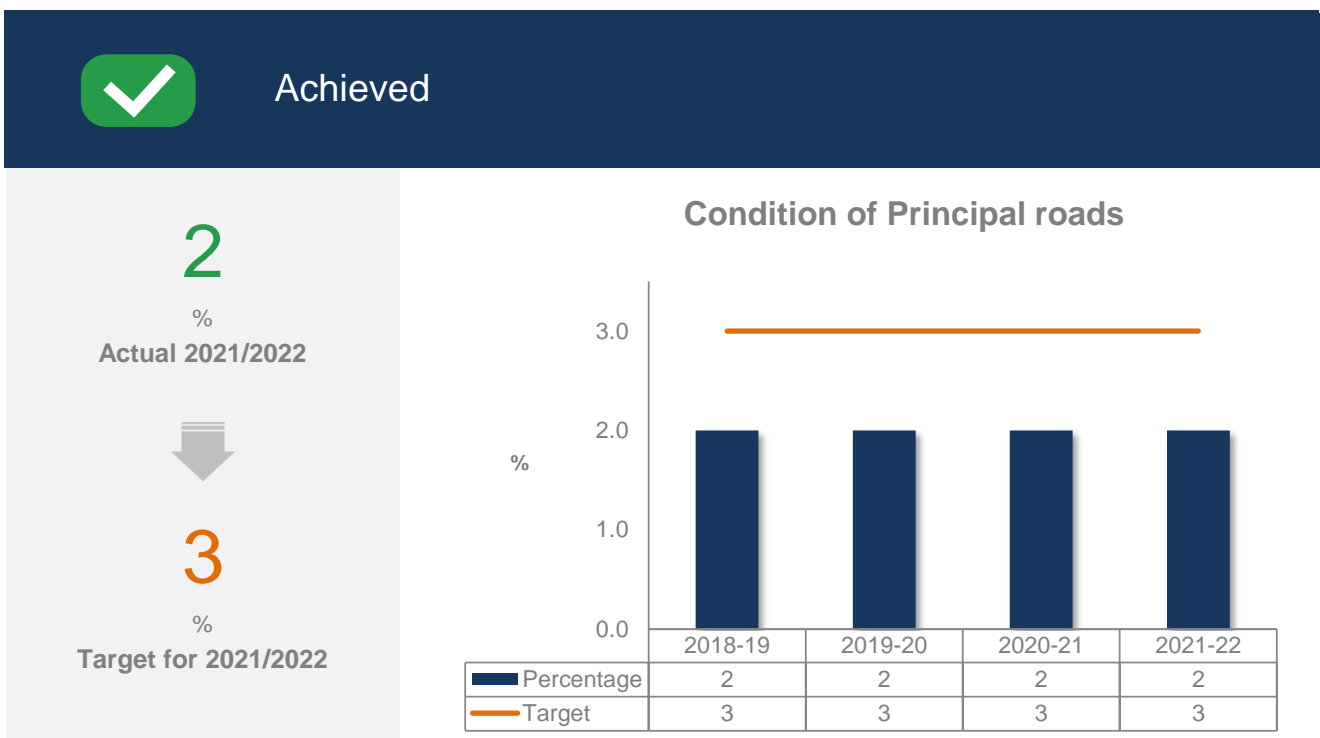
The main concern from the public is regarding road maintenance. It has been noted that many responses stated that delays experienced were down to the contractors delivering working on behalf of Lincolnshire County Council. Another known issue in delays has been the difficulties in the availability and sourcing of construction materials.



## Condition of Principal roads

Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). This is a traffic speed condition survey which collects road geometry, longitudinal profile, wheelpath rutting, texture and cracking. Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads.

A smaller percentage of the road network where maintenance should be considered indicates a better performance.



### About the latest performance

The percentage of the A class road network where maintenance should be considered has remained consistent across the last 4 years.

### Further details

Please see the main graph for all available data relating to this measure.

### About the target

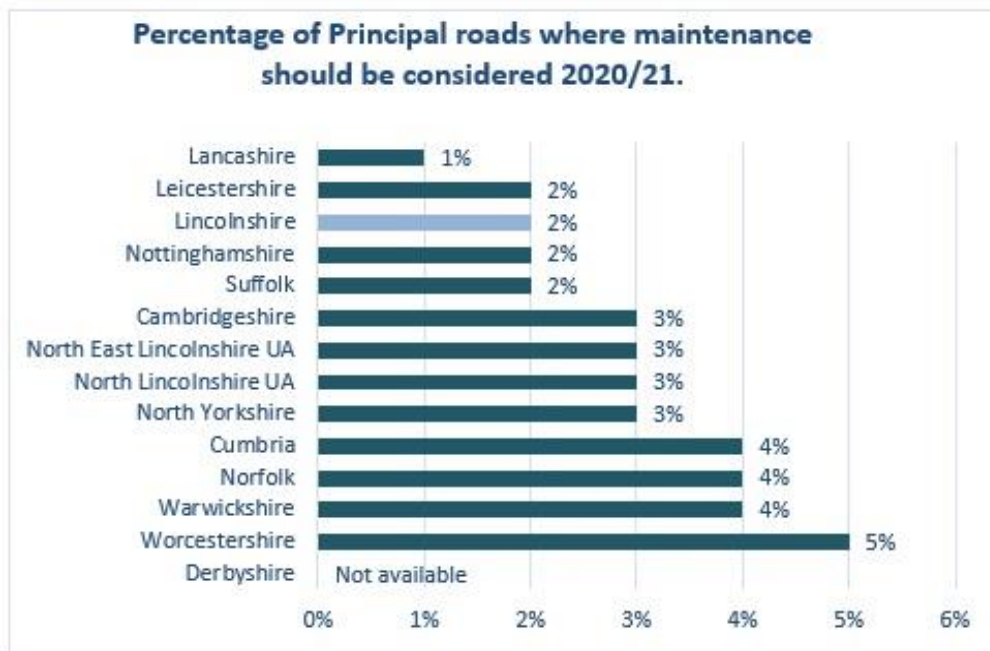
Target has been established in the Asset Management Strategy.

### About the target range

Target range has been established based on long term monitoring of network condition.

### About benchmarking

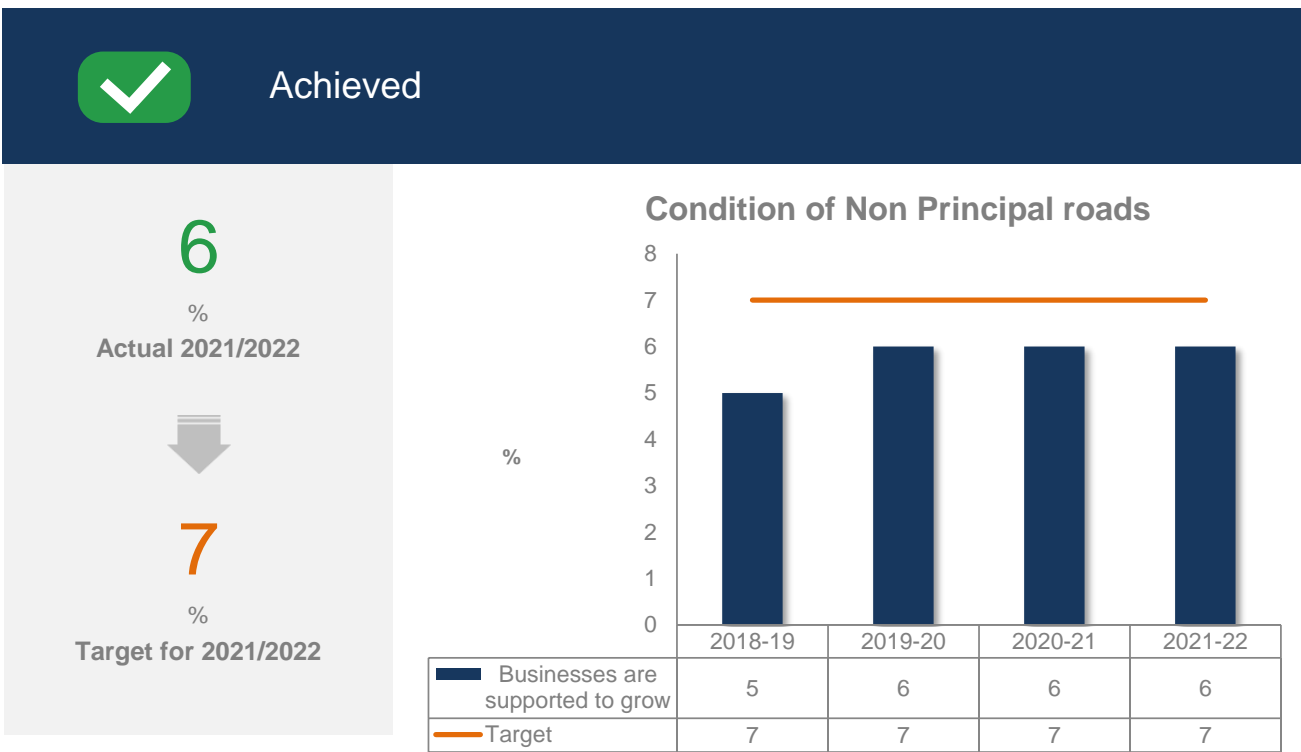
Statistics for all authorities are collated and published annually by the Department for Transport. Surveys are usually completed by the end of calendar year therefore what we report on 31st March includes the current year keeping the lag to a minimum. Principal and Non-Principal indicators are calculated with data over a 2 year period. So, on 31st March 2022 the number published for Principal and Non-Principal roads is based on surveys from 1/4/2020 – 31/3/2022.



## Condition of Non Principal roads

Non-Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). This is a traffic speed condition survey which collects road geometry, longitudinal profile, wheelpath rutting, texture and cracking. Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads.

A smaller percentage of the road network where maintenance should be considered indicates a better performance.



### About the latest performance

The percentage of the B and C class road network where maintenance should be considered has increased across the last 4 years.

### Further details

Please see the main graphic for all available data relating to this measure.

### About the target

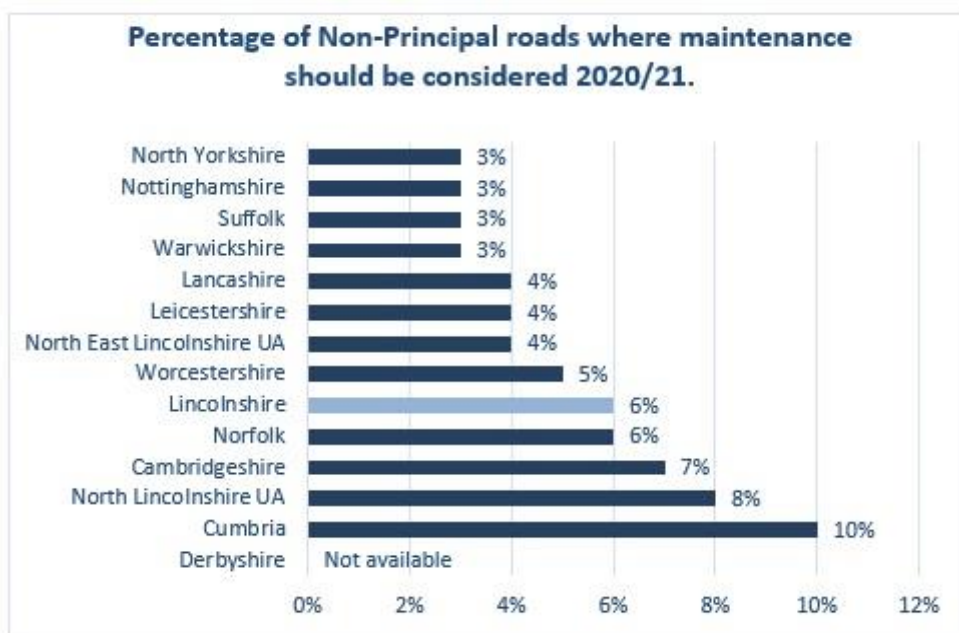
Target has been established in the Asset Management Strategy.

### About the target range

Target range has been established based on long term monitoring of network condition.

### About benchmarking

Statistics for all authorities are collated and published annually by the Department for Transport. Surveys are usually completed by the end of calendar year therefore what we report on 31st March includes the current year keeping the lag to a minimum. Principal and Non-Principal indicators are calculated with data over a 2 year period. So, on 31st March 2022 the number published for Principal and Non-Principal roads is based on surveys from 1/4/2020 – 31/3/2022.



## Condition of Unclassified roads

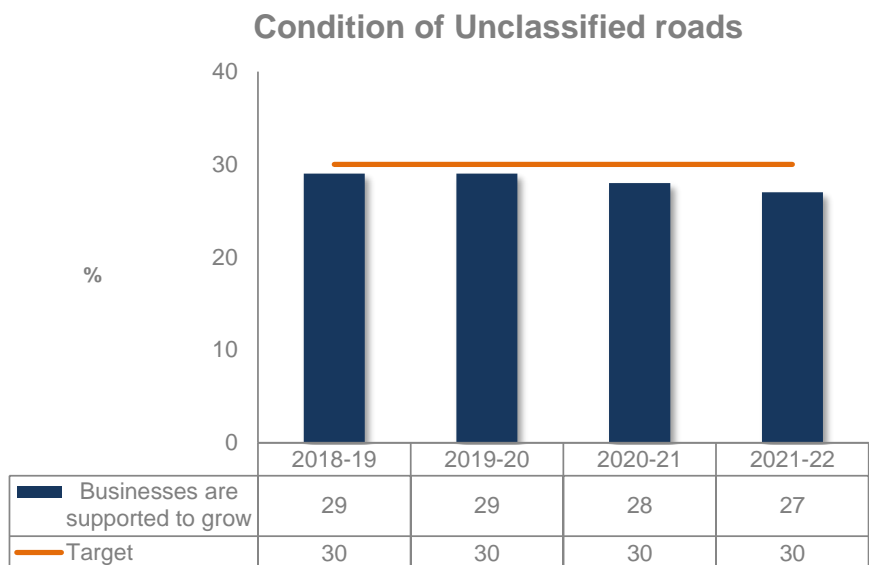
Unclassified roads where maintenance should be considered as measured by CVI (Coarse Visual Inspection) Surveys. A smaller percentage of the road network where maintenance should be considered indicates a better performance.

 Exceeds

**27**  
%  
Actual 2021/2022



**30**  
%  
Target for 2021/2022



### About the latest performance

The condition of the unclassified network continues to show a small but steady improvement in condition through the implementation of the measures outlined in our Highways Asset Management strategy

### Further details

Please see main graphic for all available data relating to this measure.

### About the target

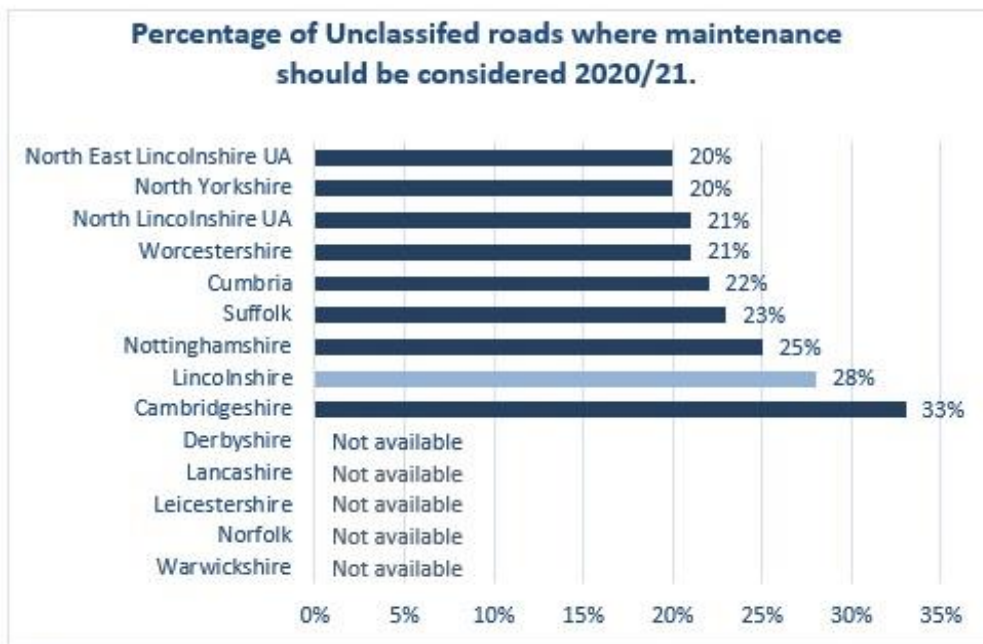
Target has been established in the Asset Management Strategy.

### About the target range

Target range has been established based on long term monitoring of network condition.

### About benchmarking

Statistics for all authorities are collated and published annually by the Department for Transport. Surveys are usually completed by the end of calendar year therefore what we report on 31st March includes the current year keeping the lag to a minimum. Unclassified Roads are calculated with data over a 4 year period. So, on 31st March 2022 the number published for unclassified is based on surveys from 1/4/2018 – 31/3/2022.





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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>18 July 2022</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 (LCC) is responsible for, all of which are visited on an annual basis for routine cleansing.

Unfortunately, on 17th February this year, ACL, who were the Subcontractor for routine drainage cleansing, went into liquidation. This meant that the routine cyclic cleanse ceased on that date, although emergency responses were sustained by other drainage contractors who generally work on larger scheme work.

Our Principal Contractor, Balfour Beatty worked quickly (within the week) to directly employ most of the ACL staff based at Sleaford. Additionally, they hired three tankers in at the start of March and restarted the gully cleansing on 7th March. The result of this disruption in service was that the annual cyclic cleanse was not completed by the end of March as usual.

Balfour Beatty went out to the market in April to find a new subcontract for routine drainage cleansing and started discussions with Flowline. They had solutions to the problems we have tried to address with ACL, for example the provision of a hand crew to

unjam lids, dig out lost assets, and the use of a specialist portable machine to cleanse inaccessible assets such as those on remote footways. Following negotiations which involved LCC officers to provide an understanding of our needs, and some of the limitations of the previous Subcontract, Flowline were approved as a Supplier onto the contract in June and now have 3 tankers working on the routine cleanse. They offered employment to the operatives directly employed by Balfour Beatty in March and recruited others as required.

The 2021/22 cycle was continued into 2022/23. Based on three tankers we now have this should be complete by the end of July.

For several years now we have been exploring ways to move to a targeted approach to gully cleansing so that assets can be cleaned at a frequency that is based on risk, rather than a default clean once per year for every gully. When we tried to do this prior to 2020 we felt that the data we had available was unreliable, and so it has been problematic to develop a true targeted cleanse.

As part of their proposal, Flowline have put forward some ideas for this. This risk would be based on silt levels and other factors like complaints, road hierarchy, reported blocked connections, Section 19 reports, and EA flood areas as well as local knowledge from the Local Highways teams.

We are working with them to develop a trial which could start as soon as August. The result of this approach would see every asset (gully, offset and catchpit) cleansed at least once every two years with high-risk ones being cleaned twice a year.

The targeted approach would comprise operationally of four gully tankers, one in each local highways area, a hand crew gang, and a powerful jetter with investigation capacity to follow the cleanse clearing blockages reported in a systematic manner. The Local Highways team would continue to have access to an additional jetting unit to react to problem areas.

Since 1st April 2022 we have cleaned 13,323 assets.

### **Customer Transactions**

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

- If the gully is simply blocked and is either due very shortly (next month or two) on cycling programme or is not causing anything other than a minor nuisance, a status will be selected which gives the message "[w]e have assessed your report and the drain will be cleaned on the next programmed schedule".
- If cyclic cleansing is not 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, and then completed. As even full jetting often does not solve the drainage issues, we are adapting our automatic reporting so that a “works are complete” message does not go out after these works as it can be misleading.

- If more significant drainage works than off-programme jetting is required, then a job will be raised for CCTV investigation, root cutting or minor repair works.
- 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.

There have been examples recently of missing gully covers being reported and taking far too long for a final replacement, sometimes with just a cone sat in the gully in the interim. This was in part due to supply issues of replacement ironwork; however, we have now addressed this by procuring a larger supply of carbon gully covers. These are considered temporary; however, they can be cut with a circular saw to the correct size for the gully and traffic can run on them, making them effectively semi-permanent and negating the impact of prolonged waits for ironwork.

### **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 was increased last year from £300,000 to £600,000 which enables problematic small schemes that occur during each period of severe weather we deal 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, 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. 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. With changing weather patterns and an ageing drainage asset, new problems are continuously coming to light which feeds this programme.

In 2021/22 these crews attended and dealt with 291 sites, they have attended a further 64 since April and have 177 designed and ready to go 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 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 spent in early 2022 on larger and more complex schemes.

### **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. So far in 2022 we have only received 1123 drainage reports and 148 flooding reports for the whole county, which is still very low for this time of year (1733 and 334 respectively in the same period in 2021), 35% drop and 55% drop respectively.

## **2. Conclusion**

The Highways and Transport Scrutiny 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. The Committee is also asked to consider and comment on the collaborative working across directorates and with partners.

### **3. Consultation**

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

Not applicable.

### **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, Head of Highways Asset and Local Management Services, who can be contacted on 01522 550452 or [richard.fenwick@lincolnshire.gov.uk](mailto:richard.fenwick@lincolnshire.gov.uk).

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>18 July 2022</b>
Subject:	<b>Review of Traffic Management in Lincolnshire</b>

**Summary:**

The report provides a proposal to set up a working group that would be tasked with reviewing branches of the existing Traffic Management Policy. This will assist with the in-depth scrutiny review that will be carried out by one of the Scrutiny Panels later in this Council term.

**Actions Required:**

The Highways and Transport Scrutiny Committee is invited to:

- (1) consider the setting up of a Working Group to enable formal evidence gathering to commence in September 2022. The Working Group is intended to set the framework and identify the key lines of enquiry to inform the scoping for a potential scrutiny review that one of the Scrutiny Panels will undertake early 2023.
- (2) subject to agreement of (1), identify the membership for this Working Group.

## **1. Background**

On 17 June 2021, the Overview and Scrutiny Management Board (OSMB) had agreed to request that each overview and scrutiny committee identify potential topics for in-depth scrutiny reviews, which would be undertaken by the two Scrutiny Panels (A and B), taking into account the Board's prioritisation toolkit.

The Highways and Transport Scrutiny Committee at its meeting on 19 July 2021 identified the topic "Review of Traffic Management in Lincolnshire" and agreed to submit this to the OSMB for consideration and decision at its meeting on 30 September 2021.

At the OSMB meeting that took place on 30 September 2021, the topic proposed by the Highways and Transport Scrutiny Committee was accepted as a review to be allocated to one of the two Scrutiny Review Panels (A or B); its priority level as derived from the OSMB prioritisation matrix was "moderate".

In line with the Proposals for Scrutiny Reviews Report:

“A potential scrutiny review by members could consider what the challenges and opportunities are for effective speed management around the county.

Soft approaches include; availability of resources and funds, engaging with the public and specific hard measures to inhibit speeding, such as; installation of Speed Indicator Devices, use of Covert Surveillance, Community Speedwatch and enforcement.”

At the Highways and Transport Scrutiny Committee Meeting on 30 May 2022 officers submitted a proposal for setting up a working group that would be tasked with reviewing branches of the existing Traffic Management Policy, and that will look at data, propose options and suggest recommendations for what the in-depth review should be focused into.

An advance framework exercise has identified a Traffic Management Plan Review as an umbrella to four specific areas to be reviewed as part of Managing the Network Safely in Lincolnshire. These include:

- (a) Traffic Policy for Schools,
- (b) Traffic Regulation Order (TRO) Policy Review
  - i. Environmental Wright Limit
  - ii. Waiting Limits
  - iii. Weight Restrictions
  - iv. Lorry Watch (etc.)
- (c) Speed Limit Policy Review, and
- (d) Traffic Calming Policy Review.

The proposed Working Group will collate and review evidence and set the foundations and elaborate on the scope of the Review of Traffic Management in Lincolnshire.

The Committee agreed in the meeting held on 30 May 2022, that this was an appropriate way forward that paved the way for the in-depth scrutiny review that will be carried out by one of the Scrutiny Panels (A or B) in a future round of Reviews, aimed to be initiated within this Council Term.

## **2. Conclusion**

The Highways and Transport Scrutiny Committee is invited to consider the setting up of a Working Group to enable formal evidence gathering to commence in September 2022. The Working Group is intended to set the framework for the in-depth review that one of the Scrutiny Panels will undertake early 2023.

### 3. Consultation

#### a) Risks and Impact Analysis

N/A

### 4. Background Papers

Document title	Where the document can be viewed
Proposals for Scrutiny Reviews	<a href="https://lincolnshire.moderngov.co.uk/documents/s41841">https://lincolnshire.moderngov.co.uk/documents/s41841</a>

This report was written by Karen Cassar, Assistant Director Highways- Place Directorate, who can be contacted on 07778 935822 or at [karen.cassar@lincolnshire.gov.uk](mailto:karen.cassar@lincolnshire.gov.uk).

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>18 July 2022</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 Highways and Transport Scrutiny Committee are invited to:

- (1) Review and approve the contents of its 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

18 July 2022		
Item		Contributor
1.	<b>Passenger Transport Annual Update</b>	Nicole Hilton, Assistant Director - Communities Helen Reek, Senior Projects Officer, Transport Services
2.	<b>Winter Service Plan 2022/23 (Pre-decision Scrutiny- Executive Cllr Decision Between 25 July 2022 and 1 August 2022)</b>	Karen Cassar, Assistant Director - Highways Clair Dixon, Policy and Strategic Asset Manager
3.	<b>Highways Quarter 4 Performance Report (1 January to 31 April 2022)</b>	Karen Cassar, Assistant Director - Highways Jonathan Evans, Head of Highways, Client and Contract Management Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation Services
4.	<b>Highways – Gully Cleansing/Repair and Surface Water Flooding</b>	Richard Fenwick, Head of Highways Asset and Local Management Services Shaun Butcher, County Programme Manager
5.	<b>Lincolnshire Traffic Management Review- Position Paper</b>	Karen Cassar, Assistant Director – Highways Sam Edwards, Head of Highways Infrastructure and Laboratory Services

12 September 2022		
Item		Contributor
1.	<b>Highways Infrastructure Asset Management Strategy 2022-2026 (Pre-decision Scrutiny- Executive Cllr Decision between 3 – 10 October 2022)</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
2.	<b>Highways Infrastructure Asset Management Plan 2022/23 (Pre-decision Scrutiny- Executive Cllr Decision between 3 – 10 October 2022)</b>	Clair Dixon, Policy and Strategic Asset Manager
3.	<b>Grantham Transport Strategy</b>	Karl Gibson, Senior Project Leader, Highways Infrastructure, Place Directorate
4.	<b>Highways Quarter 1 Performance Report (1 April 2022 to 30 June 2022)</b>	Karen Cassar, Assistant Director - Highways

12 September 2022	
Item	Contributor
	Jonathan Evans, Head of Highways, Client and Contract Management
5. <b>Transport Quarter 1 Performance Report</b>	Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation Services

24 October 2022	
Item	Contributor
1. <b>Route and Place Based Transport Strategies Annual Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
2. <b>Transport Connect Updates</b>	Nicole Hilton, Assistant Director - Communities Helen Reek, Senior Projects Officer, Transport Services

12 December 2022	
Item	Contributor
1. <b>Highways Quarter 2 Performance Report (1 July to 30 September 2022)</b>	Karen Cassar, Assistant Director - Highways Jonathan Evans, Head of Highways, Client and Contract Management
2. <b>Transport Quarter 2 Performance Report</b>	Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation 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>	Verity Druce, Head of Transformation Services

### 3. Items to be programmed

- Process for the adoption of Private Streets
- Civil Parking Enforcement Annual Report 2021 – 2022 (January 2023)
- Road Safety Partnership Update (March 2023)
- Revenue and Capital Budget Proposals 2023/24 (January 2023)

#### **4. 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.

#### **5. Consultation**

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

N/A

#### **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>Winter Service Plan 2022/23</b> [I027659]	<b>Between 25 July 2022 and 1 August 2022</b>	Executive Councillor: Highways, Transport and IT	Highway and Transportation Scrutiny Committee	Policy and Strategic Asset Manager E-mail: <a href="mailto:clair.dixon@lincolnshire.gov.uk">clair.dixon@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Highways Infrastructure Asset Management Strategy 2022-2026</b> [I026605]	<b>3 – 10 October 2022</b>	Executive Councillor: Highways, Transport and IT	Highway and Transportation Scrutiny Committee	Head of Highways Client and Contractual Management Services E-mail: <a href="mailto:jonathan.evans@lincolnshire.gov.uk">jonathan.evans@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Highways Infrastructure Asset Management Plan 2022/23</b> [I026604]	<b>3 – 10 October 2022</b>	Executive Councillor: Highways, Transport and IT	Highway and Transportation Scrutiny Committee	Policy and Strategic Asset Manager E-mail: <a href="mailto:clair.dixon@lincolnshire.gov.uk">clair.dixon@lincolnshire.gov.uk</a>	Yes	All Divisions

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