



County Offices
Newland
Lincoln
LN1 1YL

7 July 2023

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 17 July 2023 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

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), T R Ashton, K J Clarke, T J G Dyer, R A Gibson, Mrs S Rawlins, A N Stokes, E W Strenziel, Mrs C L E Vernon and R A Wright

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
MONDAY, 17 JULY 2023**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 22 May 2023	5 - 10
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Winter Service Plan 2023 <i>(To receive a report from Karen Cassar, Assistant Director – Highways, and Jonathan Evans, Head of Highways, Client, and Contract Management, which enables the Committee to consider the proposed amendments to the Winter Service Plan for 2023/24 due to be considered by the Executive Councillor for Highways, Transport and I.T. between 24 July and 31 July 2023)</i>	11 - 84
6	Highways Performance Report, Quarter 4 (1 January to 31 March 2023) <i>(To receive a report from Jonathan Evans, Head of Highways, Client and Contract Management, which enables the Committee to consider and comment on the performance of the highways service for Quarter 4 2022-23)</i>	85 - 148
7	Highways Major Project Update Report <i>(To receive a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, which enables the Committee to consider and comment on Highways major projects' progress and recommend any actions to the Executive Member for Highways, Transport, and IT)</i>	149 - 162
8	Public Transport Annual Update <i>(To receive a report from Verity Druce, Head of Transport Services, and Stuart Eccles, Network Design Manager, which provides an annual update on Public Transport since the previous report considered by this Committee on 13 September 2021)</i>	163 - 170
9	Transport Quarter 4 Performance Report 2022/23 <i>(To receive a report from Nicole Hilton, Assistant Director – Communities, Verity Druce, Head of Transport Services, and Helen Reek, Senior Projects Officer – Transport Services, on Quarter 4 Transport Performance)</i>	171 - 176

10 Highways and Transport Scrutiny Committee Work Programme

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(To receive a report by 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 focussed where it can be of greatest benefit)

<u>Democratic Services Officer Contact Details</u>	
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<p>Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting</p> <ul style="list-style-type: none">• Business of the meeting• Any special arrangements <p>Contact details set out above.</p> <p>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, 17th July, 2023, 10.00 am (modern.gov.co.uk)</p> <p>All papers for council meetings are available on: https://www.lincolnshire.gov.uk/council-business/search-committee-records</p>	



**HIGHWAYS AND TRANSPORT SCRUTINY
COMMITTEE
22 MAY 2023**

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors A M Hall (Vice-Chairman), T R Ashton, K J Clarke, T J G Dyer, R A Gibson, Mrs S Rawlins, E W Strengiel, Mrs C L E Vernon, R A Wright and A N Stokes

Councillor R Butroid attended the meeting as an observer

Councillors R Davies and C Perraton-Williams attended the meeting remotely as observers

Officers in attendance:-

Ashley Behan (Street Works and Permitting Manager), Helen Reek (Support Services Manager), Kiara Chatziioannou (Scrutiny Officer), Mandi Robinson (Network Regulation Compliance Manager), Mick Phoenix (Traffic Manager, Nathan Whitfield, Principal Engineer – Drainage), Sam Edwards (Head of Highways Infrastructure & Laboratory Services) and Thomas Crofts (Democratic Services Officer)

Officers in attendance remotely:-

Karen Cassar (Assistant Director Highways) and Nicole Hilton (Assistant Director - Communities)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

There were no apologies for absence received.

2 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest made at this point in proceedings.

3 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 24 APRIL 2023

That the minutes of the meeting held on 24 April 2023 be confirmed and signed by the Chairman as a correct record.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

There were no announcements made.

5 LEVELLING UP FUND - A16 CORRIDOR IMPROVEMENTS - SPRINGFIELDS AND GREENCELL ROUNDABOUTS

Consideration was given to a report from Sam Edwards, Head of Highways Infrastructure & Laboratory Services, on the proposed A16/A151 Springfields Roundabout and A16/B1180 Greencell improvements schemes. The following matters were reported:

- Construction works for the A16/A151 Springfields roundabout was due to commence from October 2023 to October 2024 and the A16/B1180 Greencell roundabout was due to commence from July 2024 to March 2025.
- The schemes featured a three-month cross over period; however, the later project was not due to impact traffic management during this period, as works were to start away from the existing highway.
- The traffic management for both projects was intended to complement each other rather than conflict to ensure there was no greater impact – with the use of lane closures and works taking place away from the current infrastructure. The use of temporary traffic lights was not anticipated; however, some traffic restrictions may be needed at certain points in construction, but these were to be in place only at night. Lessons had been learnt from previous works and varying road users and communities had been consulted.
- The total secured funding was £19,558,800 which had been match funded by the Council to a value of £2,173,200. Of the total funding, £15,500,000 had been allocated to the two projects in question.
- Attention was drawn to forecast cost estimates within the report, which demonstrated the associated risk and contingency budgets. Estimates had been calculated in partnership with the contractor and represented real costs.
- Attention was drawn to a letter that had been submitted by Pedals – Spalding's Cycle Action Group, which outlined their support for the inclusion of a cycle and pedestrian bridge alongside the A151 Springfields Roundabout or a permanent signalised pedestrian crossing. Officers stated that a bridge had been considered but that extreme engineering and land purchase cost were associated with undertaking the works. Also, if these works were included, the project bid would have exceeded the parameters of the funding stipulations. However, the project did not preclude the addition of constructing a bridge in the future. A signalised crossing was also considered, but the goals of the funding bid were weighted in favour of improving traffic flow, which such a crossing would stifle.
- It was clarified that existing crossings were being improved, with the inclusion of better signage and tactile paving. The projects were subject to numerous safety audits and would ensure any dangers posed to pedestrians and cyclists.

For clarity, the Chairman read out the letter from Pedals – Spalding's Cycle Action Group.

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

- Members enquired whether a subway was considered as an alternative option. Officers explained that a subway was far costlier to build and maintain and that it bore the peril of attracting anti-social behaviour. Officers concurred that if a crossing was to be provided at this location in the future, then a foot/cycle bridge was likely the optimum solution from a design, cost, and maintenance perspective.
- Members emphasised on the importance of considering options to deliver a crossing facility of some form to deter younger persons from crossing the road, to increase the safety of cyclists and pedestrians and to decrease the risk levels of a serious accident occurring. Officers highlighted that further interventions could be considered going forwards outside of this funding process. Members were satisfied and in agreement with assurances given.

RESOLVED

1. That the following matters in relation to the proposed scheme be noted:
 - a. safety audit progression
 - b. improved crossing points
 - c. that a cycle and footway bridge can be added at a later date if a need was proven
2. That the Committee support the report and comments from the discussion be shared with the Executive for consideration ahead of a decision on 6 June 2023.

6 HIGHWAYS - GULLY CLEANSING/REPAIR AND SURFACE WATER FLOODING - UPDATE

Consideration was given to a report from Nathan Whitfield, Principal Engineer – Drainage, on gully cleaning and repair and surface level flooding. The report was presented in detail. It was also reported that the longer gully cleansing teams were unable to access a gully due to parked vehicles, the greater risk it presented in terms of flooding and management of highways assets.

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

- Gullies on rural roads accumulated debris from agricultural vehicles. Data driven targeted cleansing was now underway and was addressing this type of issue by ensuring more frequent cleansing of problem areas.
- On street parking was hindering complete gully cleansing, especially in residential urban areas. Signage was being placed at either end of the road to alert residents of planned cleansing activity, as well as social media posts. Letterbox drop awareness campaigns had been explored but had proven inefficient. Members felt that cleansing activity needed to be shed with them to promote within their division.
- Some drainage assets were missing from the Council's records. These were mainly complex ancillary assets which required professional knowledge to identify and were easily missed when ownership was transferred. Some gullies had also been missed due to verge creep, which obscured the asset, and some were not considered formal

drainage assets. Overall, the Council's data capture regarding drainage assets was very good compared against the national situation and had won awards.

- Greater detail, including the date of the next scheduled cleansing, needed to be given in responses to blocked gullies on FixMyStreet so that residents were fully informed when raising issues. Plans were in place to ensure greater detail in these responses.
- Ensuing a fixed date for cleansing activity was challenging, especially in urban areas, as multiple streets were cleansed at a given time. Some street cleansing required traffic management, which made fixed dates were more feasible in these instances.
- Gully cleansing could not be conducted instantly after an issue was reported; however, reports were factored into cleansing programmes.

RESOLVED

1. That the following matters in relation to the update be noted:
 - a. There was a need to move towards more precise dates for when cleansing activity was undertaken
 - b. FixMyStreet needed to give more detailed responses to issues
2. That the Committee be satisfied with activity undertaken within this programme year and that comments made in relation to the updates be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

7 HIGHWAYS PERFORMANCE REPORT, YEAR 6 (1 APRIL 2022 TO 31 MARCH 2023)

Consideration was given to a report from Mandi Robinson, Network Regulation Compliance Manager, and Mick Phoenix, Traffic Manager, on the Council's Permit Scheme – October 2016. The following matters were highlighted:

- At the start of the scheme in 2016, there had been 40,000 permitted applications per year – six years later, 65,000 applications were being processed and there was no sign that this trend was due to slow.
- Throughout the six years of the scheme, the same level of resources had been allocated to the work – with improved technology and reassessments of working practices helping to make the workload more efficient.
- Remedial works had increased over the years due to a growing need to sustain Council assets.
- There had been an increase in the number of fixed penalty notices issued to works in breach. Efforts to refocus identification and reporting mechanisms had led to an 85% increase in efficiency regarding the issuing of fines.
- The team were working hard to help educate contractors on expectations to help stop breaches associated with works and reduce the need for fines.

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

- Compared to other authorities, nationally, the broadband fibre upgrade works had been managed well by the Council – with incorrect use of materials being identified and removed at the cost of the contractor.
- A key issue facing fibre companies was their high turnover of staff and the resulting low awareness of legislative requirements when carrying out works.
- The Council was continuing to issue fines for breaches and was engaging with fibre companies to educate and identify lessons learnt.
- The Council did not have powers to terminate works that were in breach of legislation; however, the Council's expectations and legislative requirements were being made clear to fibre companies undertaking new works.
- Anglian Water had incurred the most fines, in part, due to the fact that they were the largest works promoter in the county. This situation was anticipated to improve following the Council's push towards greater collaborative working.
- Fines issued by the Council to the Council were 'wooden dollars' designed to measure performance and did not have a punitive bearing.
- Fibre company works gangs had to have an accredited supervisor and operator on site at all times. The Council was conducting random checks to ensure compliance.

RESOLVED

1. That the report be noted and endorsed for publication on the County Council's website.
2. That the Committee be satisfied by the performance achieved and activity undertaken within this programme year and that comments made in relation to the updates be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

8 STREET WORKS - COLLABORATION CHARTER

Consideration was given to a report from Mick Phoenix, Traffic Manager – Place, and Ashley Behan, Street Works and Permitting Manager, on the new Street Works – Collaboration Charter. The following matters were highlighted from the report:

- Joint working was underway with fibre companies – with a need to improve the situation agreed by all partners.
- The Charter set out to bolster legislative requirements for street works with commitments to joint working and best practice guidance.
- Operational commitment had been obtained from Anglian Water, and the Charter was awaiting signoff by senior officials.
- Other utility companies had been included in dialogues regarding the Charter, including City Fibre. More partners were anticipated to sign up in the coming months.

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

6

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

22 MAY 2023

- It was understood that some disruption had been caused by Spring Fibre's works. It was clarified that they were to be approached in relation to signing the Collaboration Charter.
- Greater effort was required to make residents aware of works that were due to commence on their street, especially concerning urban residential areas.
- It was hoped that following Anglian Water's agreement to the Collaboration Charter the Council there would be a fall in the number of fines that had to be issued.

RESOLVED

1. That the report and Charter be noted and endorsed
2. That Officers take the Charter forward with utility companies and seek commitment from them to sign up.

9 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report by Kiara Chatziioannou, Scrutiny Officer, which invited the Committee to consider and comment on the content of its own work programme for the year to ensure that scrutiny activity was focused where it can be of greatest benefit.

It was reported that there had been no changes to the Work Program since the publication of the agenda. An item/update on the gully cleansing activities, as requested by Members during the consideration of item 6 was added to the list of 'items to be programmed'.

RESOLVED

That the work programme presented be agreed subject to inclusion of a further update on the gully cleansing activities.

The meeting closed at 11.48 am



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

Report to:	Highways and Transport Scrutiny Committee
Date:	17 July 2023
Subject:	Winter Service Plan 2023

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Winter Service Plan 2023.

This decision is due to be considered by the Executive Councillor for Highways, Transport and IT between 24 July – 31 July 2023. The views of the Scrutiny Committee will be reported to the Executive Councillor for Highways, Transport and IT as part of their consideration of this item.

Actions Required:

That the Highways and Transport Scrutiny Committee:

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

1. Background

The Executive Councillor for Highways, Transport and IT is due to consider the Winter Service Plan 2023 between the 24 July – 31 July 2023. The full report to Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive Councillor. Comments from the Committee will be reported to the Executive Councillor ahead of their consideration.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor for Highways, Transport and IT between 24 July – 31 July 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for Highways, Transport and IT on the Winter Service Plan 2023.

5. Background Papers

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

This report was written by Clair Dixon, Policy, and Strategic Asset Manager, who can be contacted by email at Clair.Dixon@lincolnshire.gov.uk.



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

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and I.T.
Date:	Between 24 July – 31 July 2023
Subject:	Winter Service Plan 2023
Decision Reference:	I029250
Key decision?	Yes

Summary:

This report sets out the proposed amendments to the Winter Service Plan for 2023/24, in line with national guidance and best practice.

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

Recommendation(s):

That the Executive Councillor approves the Winter Service Plan 2023 as attached in Appendix A of this report.

Alternatives Considered:

1.	Not to approve the Plan
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Reasons for Recommendation:

The Winter Service Plan documents the robust policies, procedures and standards against which the Council fulfils its statutory duties in relation to snow and ice and otherwise manages its winter services.

The Plan is updated annually so as to:

- Maintain robust standards.
- Further implement proposed changes in national standards and best practice where appropriate.
- Streamline the document to reflect current practice.

The plan has been reviewed and no changes are proposed for 2023.

1. Background

- 1.1 The Winter Service Plan should be read as a supplement to the Highways Infrastructure Asset Management Plan and sets out the policy and procedures required for Winter Service management.
- 1.2 The statutory basis for Winter Service in England and Wales is Section 41 (1A) of the Highways Act 1980 which places a duty on highway authorities to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.
- 1.3 Lincolnshire County Council (LCC) carries out precautionary and snow clearance treatments on the road network in accordance with this policy across the County. The policy only provides for roads for which the Local Authority has responsibility. Trunk roads (the A1, A52 west of Grantham and A46 County Boundary to Carholme Road Roundabout Lincoln) within Lincolnshire and their respective winter treatment are the responsibility of Highways England.
- 1.4 The Winter Service Plan takes into account the guidance contained within the "Well Managed Highway Infrastructure – A Code of Practice" document published in October 2016. This document, commissioned by the Department for Transport, provides local authorities with guidance on how to develop a highways maintenance policy based on best practice.
- 1.5 The Authority has the capability of calling upon 43 gritters strategically placed around the county, with 4 spare gritters utilised as back-ups. Treatment time of the entirety of the Precautionary Salting Network will take a maximum of 3 hours, as dictated within the policy. This Precautionary Salting Network will be treated based on the Route Based Forecasting system. This system uses weather forecasts and measures the predicted impact on the road network, highlighting where the essential needs for salting treatment, if required, are located.
- 1.6 The Winter Service Plan outlines that a minimum of 25,000 tonnes of salt is in stock at the start of the winter season, with a minimum of 15,000 tonnes available at any time throughout the season. Salt stock is managed within this Policy, which is compliant with the recommendations of national best practice and the expectations of the Department for Transport.
- 1.7 In the winter of 2021/22, the Authority carried out 63 precautionary salting turnouts, and utilised 14,805 tonnes of salt. There were no "snow days" where Severe Weather Routes were run and snow ploughing took place. In 2022/23, 68 precautionary salting runs were carried out using 18,584 tonnes of salt. There were no snow days.
- 1.8 A Winter Rally is scheduled to be undertaken in the last week of September, as part of the final preparation for the Winter Season. This Winter Rally entails training and re-acquainting the Gritter drivers with the vehicles and the route, optimising the vehicles and performing final checks on the equipment used throughout the process.

1.9 A map containing the gritting routes can be found on the [Lincolnshire County Council website](#) and in addition to this we have recently added a map showing the location of grit bins in Lincolnshire.

2. Proposed Changes

The proposed Winter Service Plan has been reviewed and there are no policy or operational changes recommended for 2023.

3. Budget Information

Whilst the service delivery is set in accordance with the Winter Service Plan, the budget allocation hasn't returned to the funding position that was set during the "Financial Challenge" of 2017/18 when £759,000 was removed from the Winter budget. Since this date the wider LCC budget has needed to accommodate the severity of the winter if the number of runs typically rises above 60 call outs per annum.

To ease the budget pressure for Winter Maintenance, the service continues to implement value for money improvements such as:

1. LCC has changed its approach in relation to switching from leasing Gritters to LCC owning its own fleet. At the start of the Winter Season 2023/24 there will be 40 of the 47 gritters owned wholly by LCC. This equates to around £750k to £800k saving per season on leasing costs. When the final 7 gritters are off hired at the end of their lease period in 2026 savings will increase to around £950k. This reduction in revenue offsets the initial capital purchase price over the investment period outlined within the original business case.
2. As a result of LCC investing in modern gritters, LCC has been able to instigate a reduction in salt usage as put forward in National good practice guides. This means that LCC spread patterns have been reduced from 10, 15 and 20 gram rates to 7, 12 and 17 gram rates. Saving in salt usage is between £175k to £200k a year.
3. LCC has been able to increase its barn storage of salt from 24,000t to 29,000t. This means that more salt can be bought in the Summer at the discounted summer rate. This change is seeing savings of £30k to £36k a year on the discounted summer rates.
4. LCC has instigated route- based forecasting and decision making – this has been a new development over the last two seasons. This has seen a reduction in the amount of turn outs by individual gritters – seeing a 3% to 5% reduction in gritter usage.

4. Route Optimisation

To ensure that the Winter service remains fit for purpose and further reduces budgetary pressure a project to optimise the precautionary salting routes (the individual routes run by each gritter) was commenced in January 2023. The project will look to assess the current routes that are in place and test them with the latest constraints given that a number of factors have changed since the routes were set. Changes such as gritter equipment, size, salt spreading changes and additional roads that have been added means that there may be further opportunities to explore. The winter team are using optimisation software to investigate changes and efficiency in use of the new fleet. The following scenarios are being investigated with the aim of implementing them for the 2024/25 winter season;

1. Looking at LCC's current set up of depots, gritted roads and routes and how changes can be instigated with the new gritters to see if the old, gritted routes can be improved upon.
2. Looking at Winter depot positions and if they can be moved or if the depot is needed for future operations.
3. To investigate the current gritted network and identify if there are roads that are out of the policy scope in accordance with the latest version of the Winter Plan.

The intention is to complete this phase of work so that the recommendations can be incorporated into the 24/25 Winter Service Plan.

5. Legal Issues:

Equality Act 2010

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

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

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

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

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

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

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

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

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

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

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

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

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

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

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including

anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

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

6. Conclusion

Following consideration of the report by the Scrutiny Committee, the Executive Councillor is requested to consider whether to approve the reviewed Winter Service Plan as set out in Appendix A. The Winter Service Plan 2023 will then become operational from the 1st October 2023.

7. Legal Comments:

The Council has the power to adopt the proposed Plan which is calculated to ensure compliance with the Council's statutory duties under the Highways Act 1980.

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

8. Resource Comments:

The approved revenue budget to fund the Winter Maintenance service has historically been based on an assumed "average winter".

The service has, and continues to, secure efficiencies, which are outlined in sections 3 and 4 above. However, the effects of inflation and removal of the long-standing entitlement to use rebated diesel in gritting vehicles, results in the available budget now being sufficient to fund around 60 precautionary gritting runs per annum.

Spend is of course largely driven by weather conditions and therefore outside the direct control of the service. The significant fluctuations in demand are illustrated in the first chart provided in Appendix B, which shows that the service demand has exceeded the current budgetary assumption of 60 precautionary gritting runs per annum in eight of the last ten years. This results in a significant risk that expenditure will exceed the available service budget. This risk is mitigated by regular monitoring and re-forecasting of expenditure across the entire Highways service and the availability of contingency funding within the approved revenue budget.

9. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The report will be considered by the Highways and Transport Scrutiny Committee at its meeting on 17 July 2023. Any comments from the Committee will be presented to the Executive Councillor for Highways, Transport and I.T.

d) Risks and Impact Analysis

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

10. Appendices

These are listed below and attached at the back of the report	
Appendix A	Winter Service Plan 2023
Appendix B	Winter Data Report 2023
Appendix C	Equality Impact Analysis for the Winter Service Plan 2023

11. 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
Well Managed Highways Infrastructure	https://www.ciht.org.uk/ukrlg-home/code-of-practice/

This report was written by Clair Dixon, who can be contacted by email at Clair.Dixon@lincolnshire.gov.uk.



Winter Service Plan

2023/24

Document Owner: Clair Dixon,
Policy and Strategic Asset Manager

Next Review: July 2024

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Registry of Amendments

Amendment Number	Date	Brief Description of Amendments made	Name and Job Title
1	June 2023	Annual review by Darrell Redford. No amendments required.	Clair Dixon, Policy and Strategic Asset Manager

1. General

1.1. Key Points

Precautionary salting network

- 1.1.1. We prioritise 3,018 km of our road network in the form of a Precautionary Salting Network.

Triage

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

Route based forecasting

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

Salting stock

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

Treated salt

- 1.1.5. Treated Salt will be utilised in all seven depots. This consists of brown salt that has been treated with a natural agricultural by product. Treated salt facilitates better gritting of the roads by helping the salt stick to the road making the salting process less dependent on weather conditions.

1.2. Introduction

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

2. Policy

2.1. Resilient network

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

2.1.6. Consultation on the Resilient Network has taken place between internal and external partners to determine the routes, with organisations such as Utility Companies and Emergency Services being consulted.

2.2. Precautionary salting network

2.2.1. Our Winter Service operations will give priority to a 3,018 km network of priority routes, as shown in Appendix J and on our [website](#), which have taken into account historical treatment and public awareness. This network is defined as:

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

2.2.2. All treatments shall be carried out using appropriate action for the prevailing conditions in accordance with national guidance and best practice. Winter service operations comprise precautionary salting and snow clearance. It is not realistic to treat the entire county's circa 9,255 km road network and first call on resources is given to a 3,018 km network of priority routes.

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

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

2.3. Severe winter weather and extreme winter weather

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

2.4. Severe weather routes

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

2.5. Treatment priorities: triage system

- 2.5.1. At times of severe or extreme winter Weather and, or prolonged Winter Weather, as defined in Section 2.3, Network Resilience will instigate a Triage System ensuring there is a robust approach in the way the road network is managed and the gritting routes are prioritised during severe winter weather. The treatment priorities will be as follows:
- i. Minimum Winter Network, known as the Resilient Network defined in [Section 2.1.](#)
 - ii. Carriageways on the approved 3,018 km Precautionary Salting Network as defined in [Section 2.2.](#)
 - iii. Carriageways on the Severe Weather Network as [Section 2.4.](#)
 - iv. Footways in accordance with [Section 2.6.](#)
- 2.5.2. The triage system will ensure the Minimum Winter Network routes; all included in the Resilient Network, are gritted and cleared as a first priority. The Precautionary Salting Routes will then be gritted as soon as the Resilient Network has been cleared and preserved. Following this, or if the severe weather prevails, Network Resilience will prompt the gritting on the Severe Weather Routes.
- 2.5.3. When dealing with snow bound or compacted ice on carriageways, treatments employing a mixture of salt and grit/sharp sand shall be first choice. In times of extremis and to aid traction, grit on its own should be considered for routes not on the Precautionary Salting Network and the Footway Network.
- 2.5.4. Variations in the above priorities may be necessary to suit local conditions and the efficient planning of treatment routes. Liaison between Districts will be undertaken prior to treatment of the Severe Weather Routes to ensure a consistent standard of service with adjacent areas when dealing with severe frost.
- 2.5.5. Remedial treatment decisions are based on the above priorities and knowledge of local conditions.

2.6. Footway treatment

- 2.6.1. During periods of severe or extreme winter weather the treatment of footways will be considered when resources permit. Footways to be treated will reflect their importance in the County's footway hierarchy as defined in the Highways Infrastructure Asset Management Plan. The footway priority network for winter service operations, in descending order of importance, consists of:
- i. Hierarchy 1a. Each Area will keep a list of footways in and around Transport Interchanges, including footways to main car parks, designated Hierarchy 1a. The designation 1a will be for winter service purposes only.

- ii. Hierarchy 1 and 2 footways.
- iii. Hierarchy 3 footways with gradients greater than 1 in 10 longitudinally, for longer than 50 metres.
- iv. Other Hierarchy 3 footways.
- v. Hierarchy 4 footways.

2.6.2. When a period of severe or extreme winter weather, as defined in [Section 2.3](#), is experienced or forecast consideration will be given to treating Hierarchy 1a footways prior to the onset of these conditions.

2.6.3. We have adopted the Midlands Service Improvement Group (Winter Maintenance) – Winter Service for Footways and Cycleways – Treatment Table as the winter service standard for footways and cycleways. See Appendix D.

2.7. Weather stations

2.7.1. A system of local weather stations will be operated and used both to feed into the weather forecast model and to monitor local conditions. A professional forecasting service will be used to guide treatment decisions.

2.7.2. We own and use 12 roadside weather stations around the County. These weather stations are positioned so that there are sufficient weather stations in each of Lincolnshire's 6 weather domains (Coastal, Wolds, Lincoln Edge, Trent Valley, Fenlands and Grantham) giving us data for accurate winter road forecasting for the gritter service as well as monitoring of actual data by our winter decision makers and Out of Hours staff.

We also have access to 10 other weather stations owned by National Highways and adjacent Authorities (with permission) that are in the County or close to our border. These are used to assist forecasters and decision makers in their gritting decisions, as well as being monitored by the Winter Team and Out of Hours staff (particularly in predicting severe weather events such as snow).

The data for these stations (actual and forecast) are displayed together in our weather station software package which is accessed by decision makers and the Winter Team.

2.7.3. Information from these sites is supplemented by information from adjacent sites in other Counties and fed into the weather forecast model. It is also used to check on temperature (air and road), humidity and wind speed. The sites enable both improved local forecasts to be obtained and actual conditions monitored. All the information can be accessed using a desktop or laptop PC, or on smartphones and tablets.

2.8. Decision making

2.8.1. During the winter service period of 1st October to 30th April, our trained staff (Duty Officers) will monitor weather forecasts and weather conditions on a 24-hour basis. This will enable treatment decisions to be tuned to changing winter weather conditions. The Duty Officer is authorised to make certain winter service treatment decisions as detailed below:

- During the normal working day there will be a Duty Officer on duty who is authorised to make precautionary salting treatment decisions.
- In addition, the Duty Officer will control all footway and Severe Weather Route treatment and during times of snow will liaise with Local Highway Managers and the Incident Control Rooms.
- The Duty Officer will also be available for consultation at all times.

2.8.2. At all other times winter service operations will be monitored and controlled by the Winter and Emergency Duty Officer on shift. These officers are authorised to make precautionary salting treatment decisions only. They will consult with the Duty Officer to maintain an input to all actions.

2.8.3. All Staff making winter service decisions shall be suitably trained. Competence is demonstrated by the following:

- i. Completion of the MeteoGroup Road Weather Training Course
- ii. Completion of the Vaisala Winter Weather Scenario Training
- iii. Within a 5-year period, completion of one of the above courses as a refresher.

2.8.4. Guidance on the decision making process is contained within flowcharts at Appendix E, Appendix F and Appendix G.

2.9. Response times

2.9.1. The response required from the Term Contractor on the Precautionary Salting Network when an urgent precautionary salting call-out is notified is:

- Spreaders to be loaded and depart from operational bases within 1 hour.
- All routes to be treated within four hours of spreaders leaving the depot.

2.9.2. Initial decisions are to be notified to the Highway Works Term Contractor by 12:00 every day. Where possible, longer notice is given to the contractor of the time when treatment is to be started.

2.9.3. The winter service contract includes for a 1 hour response time. The treatment time for all routes is less than 3 hours.

2.10. Grit bins

2.10.1. Salt and grit bins will be provided and maintained on request if the location meets criteria set out in Appendix C and a responsible body undertakes to:

- Spread salt and, or grit when necessary; and
- Inform the Network Resilience Team when it needs refilling

2.10.2. Salt and grit bins shall only be filled with a 50/50 mixture of salt and grit or sharp sand.

2.10.3. These bins are provided on a self-help basis to local communities to treat known local trouble spots on the public highway not covered by the Priority Route Network.

2.10.4. A responsible body shall be defined as a parish or town council, community groups, residents association or educational establishments. We will only accept requests from those who would act as a responsible body.

2.10.5. Salt and grit bins will not be provided at sites which are prone to vandalism or other damage or where they have waste put in them.

2.10.6. Evaluation for additional Salt and grit bins requests will be carried out before each winter season. All requests will be considered and rated against a set of objective criteria with the assistance of grit bin evaluation form. This will be completed out of season as detailed in Appendix C.

2.10.7. A plan showing the location of existing grit bins can be found on our [website](#).

2.11. Budget

2.11.1. The budget for winter service will be based on expenditure in an average winter with annual fluctuations catered for wherever possible within the highway service.

2.11.2. Winter service expenditure in any single financial year is subject to the vagaries of the winter weather. Hence there can be large unpredictable fluctuations between years. The normal practice in a Severe or Extreme Winter has been for the excess expenditure over the budget to be financed from corporate contingency.

2.12. Plant

2.12.1. To ensure we have sufficient resources for our winter service operations we will provide as a minimum:

- 43 front line gritters
- four spare gritters
- 47 snow ploughs
- eight operational centres at which gritters and salt supplies will be based
- at the start of each winter season there will be a minimum of 25,000 tonnes of salt in stock.

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

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

2.13. Cross-boundary agreements

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

2.13.2. [Section 3.11](#) contains a list of agreed cross boundary routes.

2.14. Road not gritted signs

2.14.1. We will not erect any additional permanent "road not gritted" signs on the network.

2.14.2. Existing signs on the network will continue to be maintained.

2.15. Mutual aid arrangements

2.15.1. Mutual aid arrangements shall be prepared, where possible, with all other Category 1 responders as defined under the Civil Contingencies Act 2004. These will come into operation during periods of Extreme Winter Weather as defined in [Section 2.3](#).

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

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

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

3. Procedures

3.1. Decision making process

3.1.1. The Duty Officer is in receipt of winter weather forecasts by approximately 11:00 daily and an instruction relating to precautionary salting normally will be passed to the Term Contractor by 12:00 on the same day. The instruction will be passed using the Bureau Service Provider's winter maintenance management software.

3.1.2. The Winter and Emergency Duty Officers will be responsible for decisions during any other time.

3.1.3. The decision relating to salting may take one of several forms:

- **Standby A:** Confirmed salting of all or specified routes where drivers and operators are to be given details of timings, salt loads and rate of spread.
- **Standby B:** Confirmed stand-by for a possible requirement for salting of all or specified routes where drivers are to report to the operational centre and to be immediately available to perform duties as we require.
- **Standby C:** No action at present but drivers to remain available to go if required over the next 24 hours.
- **Standby D:** Precautionary salting is unlikely to be required over the next 24 hours.

3.1.4. Response times are defined as the period between issuing instructions to carry out salting and the vehicles are loaded, manned and ready to leave the depot. On all salting operations, the response time shall not exceed one hour unless approved by the Duty Officer regardless of the time of day or night that the instruction is given. The Highway Works Term Contractor shall ensure that all manpower engaged upon these operations can achieve this specified response time.

3.1.5. Standby is a requirement for drivers and operatives to report at a specified time to the depot in readiness to carry out winter service operations. This item will also apply in the event of a precautionary salting run abandoned before vehicles have left the depot.

3.1.6. Decisions will only be made by members of staff who comply with the requirements in [Section 2.8](#).

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

- Any expected residual salt level based on professional experience and utilising the grip factor readings from the roadside weather station system.

- Professional guidance from the Forecast Service Provider.
- Decision to treat only part of the priority network can be taken utilising Route Based Forecast.

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

3.2. Salt and salt storage

3.2.1. Where possible all salt stocks will be kept under cover in salt barns. Where this is not possible, all external salt stocks will be kept covered using waterproof sheeting systems.

3.2.2. All salt will be regularly tested for compliance with standards set out by Lincs Laboratory.

3.2.3. We utilise treated salt to grit its network.

3.2.4. Treated salt operates with brown salt that has been treated with a natural agricultural by product. Such treatment causes the salt to adhere to the carriageway, making it less susceptible to losses from wind and allowing for lower spread rates.

3.2.5. The treated salt will be managed using a stock management system which will allow for regular topping up of the salt stock. It is our policy to top up our treated salt stock after the use of 500 tonnes of salt per depot.

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

3.3. Precautionary salting

3.3.1. Roads off the Precautionary Salting Network are not normally treated on a precautionary basis. They may only be treated due to localised factor such as a burst water main or standing water due to field runoff.

3.3.2. Precautionary salting may also be carried out on Severe Weather Routes when prolonged low temperatures, with attendant risk of icy roads, or persistent frosts occur in accordance with [Section 2.3](#) and [Section 2.15](#).

- 3.3.3. 43 dedicated front-line gritters shall be utilised for precautionary salting.
- 3.3.4. Four spare gritters shall be utilised as back-ups to front line gritters, located strategically at depots across the County.
- 3.3.5. Treatment time shall be a maximum of three hours.
- 3.3.6. Any Precautionary Salting Route not completed when road temperatures rise above 0.5 degrees Centigrade will be reviewed by the Winter and Emergency Duty Officer and a decision made whether or not to stop salting.
- 3.3.7. Network Resilience staff will have access to the Bureau Service Provider's Management system and the Forecast Service Provider's systems.
- 3.3.8. In the event of uncertain weather forecasts, decisions should be weighted in favour of salting.
- 3.3.9. The winter service season is divided into two periods:
 - High risk - November to March.
 - Low risk - October and April (instructions are only issued when salting is required).
- 3.3.10. We will not respond to requests for treatment off the gritted network by the Police, unless as detailed in 3.3.1.
- 3.3.11. Precautionary spreading operations are carried out utilising treated salt.

3.4. Treatments for snow, ice and freezing rain

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

Timing of Treatment	Treatment Type
Before snowfall and freezing rain	Salt spreading

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

3.4.4. When snow is forecast advanced salting at 20g per m² dry will take place on the Precautionary Salting Routes. Time permitting a further run may be carried out to increase salt coverage to 40g per m² dry. Pre-snow salting may be considered for Severe Weather Routes if time permits. This will provide a de-bonding layer and facilitate the breakup and dispersal of snow by subsequent treatments and traffic.

3.4.5. Depots which may be affected by the snow will be notified to Fleet Services, the external contractor responsible for the maintenance of the vehicles, to inform them of the impending falls. They will be asked to ensure that fitters will be available to change plough blades etc. at these depots when required.

3.4.6. Snowfalls will be categorised into one of the following types:

- Heavy snowfall – Over 100mm or moderate snowfall is drifting. Normally dealt with by ploughing.
- Moderate snowfall – Over 25mm and up to 100mm. Normally will be dealt with by ploughing and salting.
- Light Snowfall - up to 25mm. normally will be dealt with by additional salting unless drifting occurs.

3.4.7. It is impractical to spread sufficient salt to melt more than very thin layers of snow and ice. Ploughing is the only economical, efficient, effective and environmentally acceptable way to deal with all but light snow. Therefore, when snowfalls are forecast that could create plough-able conditions (25mm or greater) the Highway Works Term Contractor will be contacted to fit ploughs to gritters and to arrange crews for clearing and salting footways.

3.4.8. Each vehicle will be given specific routes to plough.

- 3.4.9. The modern Schmidt Cirrion and equivalent snow ploughs with ceramic or steel blades fitted to the gritter fleet are designed to plough back to the carriageway surface (plough to black).
- 3.4.10. When heavy snowfall is forecast, the Network Resilience team will contact respective contractors and farmers to arrange additional resources.
- 3.4.11. When prolonged falls are forecast, continuous ploughing to prevent snow build-up should commence. The ploughing can be combined with simultaneous salting at 20 – 40g per m² Dry (Abrasive mixture 50/50 mixture of sand and salt to be considered) so that a wet base can be maintained. Once the snow depth has reached 100mm or the snow is drifting, or the gritter is salting on a gradient it may be desirable to plough without salt. (The salt should still be loaded as it will aid the traction of the gritter to the maximum legal weight limit of the vehicle. (i.e. (as a general rule) if the plough is fitted then the vehicle can carry a full hopper load of salt provided).
- 3.4.12. Roads with vertical speed humps will not be ploughed. Vertical speed humps must be detailed on all route cards for the driver, as their presence constitutes a driving hazard whilst carrying out ploughing operations.
- 3.4.13. As snow melts due to the action of salt, slush may build up on the road. Ploughing may have to continue to remove this slush build up.
- 3.4.14. If conditions deteriorate to an extent that resources cannot maintain the Precautionary Salting Network then certain roads will have to be abandoned.
- 3.4.15. Resources can be redeployed to maintain essential roads and when necessary be used to assist the emergency services in particularly urgent or life threatening situations. In these conditions the snow room maybe set up in accordance with our Emergency Plan, at the Emergency Planning Centre.
- 3.4.16. When conditions improve such that the Precautionary Salting Network is satisfactorily cleared then resources will then be directed to clearing firstly severe weather routes and then other routes in order of importance. Crews will be directed to clear other footways only after hierarchy 1a footways have been cleared and treated as set down in [Section 2.6](#).
- 3.4.17. Snow Clearance Priority:
- i. Minimum Winter Network.
 - ii. Precautionary Network (including access to emergency services buildings).
 - iii. Severe Weather Routes.

- iv. Other important locations (including essential industrial and military establishments, mainline stations, bus garages, shopping centres, schools and pedestrian areas).
- v. Other Commuter routes.
- vi. Single accesses to villages, hamlets and rural communities.
- vii. Residential roads and footways.
- viii. Roads to single premises.

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

3.4.19. Priority should be given to footways in shopping areas and where there is a high proportion of pedestrian traffic, in accordance with [Section 2.6](#).

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

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

- i. Clear all gullies and drainage outlets of obstructions.
- ii. Sweep significant accumulations of grit from the carriageway and footways as soon as possible.
- iii. Thoroughly wash down all vehicles and lubricate gritting equipment.
- iv. Check all equipment and repair or replace all worn parts on snow ploughs, and report on plant performance to the network manager.
- v. Salt stocks level should be closely monitored and replenished as necessary.
- vi. Inspect roads for frost damage and carry out any remedial work necessary to make the carriageway free of safety defects.
- vii. Inspect bridges and culverts liable to flooding to ensure that they are clear of debris.
- viii. Carry out a survey of badly affected locations reporting to network management including a generalised assessment of other frost, snow or flood damage.

- ix. Sign defects where appropriate, ensuring “flood” boards and other relevant signs are available.
- x. Network Resilience Team to evaluate overall performance in consultation with Local Highways Teams, Term Contract and Fleet Services Contract staff, and recommending changes to procedures to be incorporated into this document.

3.5. Snow clearance protocol

3.5.1. Between 5pm and 8am at weekends and at bank holidays the Network Resilience Manager will be contacted by the Winter and Emergency Duty Officer when snow begins to fall. At other times the Duty Officer is to maintain close contact with the Forecast Service Provider when snow is forecast.

3.5.2. Out of Hours, the Duty Officer will contact the following staff as soon as it has been determined that ploughs are to be fitted:

- Network Resilience Manager
- Local Highways Managers
- Term Maintenance Contractor

3.5.3. If it is considered before the event that ploughs may be needed during the night, the Network Resilience Manager and Local Highways Managers should be aware of such action.

3.5.4. Snow clearing operations based on the non-Precautionary Salting Network will be coordinated by the Network Resilience team in liaison with Local Highways Managers. Operational instructions will be passed to the Term Maintenance Contractor who will be based at the operational depots, plus other Contractors.

3.5.5. The Network Resilience Manager will normally be in overall control of decisions such as when the Precautionary Salting Network is satisfactory for moving to Severe Weather Routes.

3.5.6. The Network Resilience Team are to ensure that the details of plant in use are recorded on a daily basis during periods of snow.

3.5.7. In the event of a Network Operations Room being opened for snow conditions as part of a Level 1 Emergency (as defined in our Incident Response Plan as part of our Emergency contingency planning) a road condition report will be completed by the Network Operations Room staff and forwarded to the Network Resilience team as soon after 9am as possible daily.

- 3.5.8. As soon as possible after the end of each shift or period the Network Resilience team will agree with the Highway Works Term Contractor the labour and plant used and finalise a daily plan report. This will form the basis of an agreed measurement duly signed by both Client and Contractors. Note: All contract item numbers to be agreed at this stage.
- 3.5.9. The agreed report will also contain details of salt and grit used which should be used to update records of salt stocks.
- 3.5.10. During snow operations where Contractor Patrol Crews (a two man team from the Contractor) are employed between the hours of 7pm and 6am, although allocated to predetermined routes, the Winter and Emergency Duty Officer may be required to direct these crews to other locations within the County. A detail log of action should be emailed by the Winter and Emergency Duty Officer to the relevant Local Highways Manager by 6am the following day.

3.6. Snow room (multi – agency emergency)

- 3.6.1. The Executive Director of Place, as a Category 1 Responder, will declare an Emergency under the Civil Contingencies Act 2004 and call for the setting up a Strategic Coordination Group – see [Section 2.3](#) for further details. This will be in accordance with the Lincolnshire Resilience Forum's Severe Weather Plan and our Incident Response Plan.
- 3.6.2. The following organisations may have representatives in the snow room when it is in operation:
- Lincolnshire County Council Highways and Transportation
 - Lincolnshire Police
 - Lincolnshire Fire Brigade
 - Health Authority Ambulance Service
 - District Councils
- 3.6.3. The Snow Room will be set up in the Civil Contingencies Centre at Fire and Rescue Headquarters.
- 3.6.4. The Police will inform Highways and Transportation, when the actual, or expected levels of public calls become significantly greater than normal switchboard manning can handle or there is an increase in road traffic collisions.

- 3.6.5. The Winter and Emergency Duty Officer will transfer to and operate from the snow room.
- 3.6.6. Once the decision is made to open the snow room it should be activated as quickly as possible. This should be within four hours.
- 3.6.7. The main task of the Highways Representative once communications are established is to make contact with each Local Highways Manager to determine the initial status of the County's roads. This information is then plotted on the wall map in the snow room.
- 3.6.8. Once sufficient information is available and the public phone lines are in operation through the Customer Service Centre, these phone numbers are broadcast by local radio thus enabling the public to make contact. The Executive Director of Place is then informed that the snow room is "going public".
- 3.6.9. The primary task of the Highways Representative is to maintain a constant flow of up to date information to the other liaison officers and the public phone desks. Information is then circulated in the snow room.
- 3.6.10. Local knowledge of villages and the road network should be passed by Local Highways Staff to the Highway Representative.
- 3.6.11. The Highways Representative has no dealings in the operational role of controlling snowploughs, other vehicles or the control of the labour force except in an emergency situation (in agreement with relevant District).
- 3.6.12. The police will trace owners of abandoned vehicles and contact them.
- 3.6.13. A supply of forms and copies of "Winter Maintenance Route" maps are kept for reference purposes.
- 3.6.14. Police emergencies are mainly missing person problems. This is usually dealt with at Police Divisional level, but where a significant problem occurs then this is transferred to Police Headquarters. In both situations the police may request that the snow clearing vehicles are asked to keep a look-out for people or bodies on the highway in certain specific locations. This request is passed initially to the Network Manager who may authorise direct contact between snow clearing vehicles and the snow room for further updates.
- 3.6.15. Fire and medical emergencies usually concern blocked roads on the route to a life and death situation which require us to assist in clearing passage for vehicles to their destination and return. In this case it is the responsibility of the Network Manager to arrange reallocation of resources.

- 3.6.16. In an emergency situation, after the initial reaction has been dealt with, then the Executive Director of Place must be informed of any changes in the situation and the final outcome.
- 3.6.17. The callout of RAF or Army equipment (helicopters, ambulances, fire fighting and snow clearance equipment) is in the hand of relevant emergency services and Assistant Director (Highways) or Executive Director of Place. The Highways Representative in the snow room has NO authority to call upon this equipment, but when such equipment has been called upon then liaison is the same as above.
- 3.6.18. This process forms part of a Level 3 Response as defined in our Incident Response Plan as a Highways and Flood Authority. For smaller scale severe weather events, the Level 0, 1 and 2 processes in this document will be followed.

3.7. Media

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

3.8. Weather forecast service

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

11:00 Forecast

- A summary 24 hour forecast for the County.
- Detailed forecast for each of the 43 Precautionary Salting Routes.

17:00 Evening Update

- An update for the overnight period of each of the 43 Precautionary Salting Routes.

Amendments

- If significant changes take place, then the forecast is amended.

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

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

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

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

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

3.9. Route based forecasting

3.9.1. In the past, the forecast provided to Lincolnshire was domain based, covering large geographical areas. This led to treatment instructions for whole areas, meaning that some roads may have been treated despite not actually reaching a temperature where a hazard could form.

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

3.10. Treatment flowcharts

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

Dry or Damp Roads – Please see Appendix E.

Wet Roads – Please see Appendix F.

Snow Clearance – Please see Appendix G.

3.11. Cross boundary agreements

- 3.11.1. Cross boundary agreements have been developed following liaison and communication with neighbouring authorities.
- 3.11.2. Liaison takes place with other local authorities responsible for winter service on roads within and adjacent to the county regarding their treated routes and treatment decisions. Additionally, there is an exchange of treatment action instructions.

3.11.3. Any road treated by an adjoining authority would be treated in accordance with that authority's policies for operational purposes and not the local highway authority's policies.

3.11.4. The current cross boundary agreements with neighbouring authorities are as follows:

- Cambridgeshire
- Leicestershire
- North Lincolnshire
- North East Lincolnshire
- Nottinghamshire
- Peterborough
- Rutland

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

- C227 from County Boundary to C228 High Street East in Scotter village.
- A159 from County Boundary to junction with C228 High Street East in Scotter village.
- B1211 from County Boundary to B1210 north for Brocklesby.
- B1210 from County Boundary to B1211 north for Brocklesby.
- B1400 from County Boundary south of Scallow Grove to County Boundary at Black Walk Nook.
- C221 from County Boundary to A159 junction in Scotter.

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

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

Roads gritted by Nottinghamshire on behalf of Lincolnshire County Council:

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

Roads gritted by Lincolnshire County Council on behalf of Nottinghamshire:

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

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

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

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

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

- B1524 from B1525 roundabout to A15 Maxey roundabout.

Roads gritted by Rutland on behalf of Lincolnshire County Council:

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

Roads gritted by Lincolnshire County Council on behalf of Rutland:

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

Roads gritted by Lincolnshire County Council on behalf of Cambridgeshire:

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

Roads gritted by Leicestershire on behalf of Lincolnshire County Council:

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

Roads gritted by Lincolnshire County Council on behalf of Leicestershire:

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

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

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

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

- A46 from County Boundary going east to A46 roundabout.
- Old Main Road from A46 through Irby upon Humber to A46.

- A18 from County Boundary to C638 Whites Road.
- A16 from County Boundary to B1219 roundabout.
- A1031 from County Boundary to junction with B1219.

3.12. Public self-help guidance literature

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

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

3.12.2. These will continue to be distributed to the Parish and District Councils and the public via our website.

3.13. Use of rebated diesel oil (red diesel)

3.13.1. As of April 2022 the use of red diesel in a gritter is no longer permitted. Therefore, all gritters are to use normal white diesel and pay any duty accordingly on that fuel.

3.13.2. Agricultural vehicles are considered an excepted vehicle when undertaking gritting or snow ploughing activities for frost, snow or ice clearance on public roads and therefore are permitted to use red diesel.

3.14. Mutual aid and self-help arrangements with Parish and District Councils

3.14.1. As part of a cross cutting action to engage with all communities within the county concerning how all parties could work together in times of emergency and crisis the following actions will be undertaken.

3.14.2. Highways staff will engage with all District Councils concerning mutual aid in times of severe weather. A memorandum of understanding should be developed with individual District Councils to outline mutual aid arrangements.

3.14.3. Highways staff will engage with Town or Parish Councils and other Community Groups to encourage participation in a programme of self-help and mutual aid. The aim being to provide a framework within which willing, locally based volunteers clear snow within key areas of their community. In return for agreed participation, we undertake to provide limited amounts of additional salt and, or grit in "1 tonne sacks" at agreed locations. Those wishing to take part will need to agree to the following points:

- Provide a contact point for the exchange of information.

- What are the priority footways that are intended to be cleared.
- Agree the quantity and location of additional salt supplies.
- Maintain overall responsibility for the Health and Safety of any volunteers.

3.14.4. Parish or Town Councils are encouraged to develop a snow and ice plan as part of their Community Emergency Plan.

Appendix A – Main villages in Lincolnshire

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

Boston Borough

- Butterwick
- Kirton
- Old Leake
- Sutterton
- Swineshead

East Lindsey District

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

North Kesteven District

- Bassingham
- Billingham
- Branston
- Eagle
- Heckington
- Heighington
- Helpringham
- Metheringham

- Navenby
- Ruskington
- Skellingthorpe
- Swinderby
- Waddington
- Washingborough

South Holland District

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

South Kesteven District

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

West Lindsey District

- Bardney
- Blyton
- Cherry Willingham
- Dunholme

- Ingham
- Keelby
- Nettleham
- North Kelsey
- Saxilby
- Scotter
- Sturton by Stow
- Sudbrooke
- Welton

These villages are considered as per section 2.1.1.

Appendix B – Network evaluation form

Reference No.	
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Requested by	
Location	
Road name and number	
Distance (m)	
Average width of road	
Obstructions to gritting observations (speed retarders, access for plough etc)	

Assessment	Yes or No	Instruction
1. Is the road suitable for gritters (width, ability to exit/turn without reversing etc)?		If no - do not proceed
2. Is a reasonable alternative treated route available?		If yes - do not proceed
3. Is sufficient capacity available on relevant route?		If no - do not proceed

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

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

Appendix C – Evaluation for additional grit bins

1. Initial Check

Requested by responsible body?

Yes	Continue to next question
No	Do not continue

Maintainable public highway?

Yes	Continue to next question
No	Do not continue

Suitable location?

Yes	Continue to Scoring
No	Do not continue

2. Scoring

Gradient

More than 1 in 25	50 points
Less than 1 in 25	0 points

Proximity of existing grit bins

Less than 50 metres	-150 points
51 to 100 metres	-50 points
101 to 200 metres	0 points
More than 200 metres	20 points

Number of premises (only access route)

More than 50	20 points
20 to 50	10 points
Less than 20	0 points

Community facilities (less than 200 metres radius of proposed grit bin)

School	20 points
Post Office or local shop	10 points
Local shopping centre	20 points
Community or medical centre	10 points

Winter network (location of proposed grit bin)

Precautionary	-150 points
Severe	30 points
Not on winter network	0 points

Number of refills within the last 12 months

0	-10 points
1	0 points
2 or more	5 points

Total Score

Pass	50 or more points
Fail	Less than 50 points

Appendix D – Midlands service improvement group – winter service for footways and cycleways

Category	Overnight Frost Conditions*	Daytime Frost Conditions**	Extended Ice Conditions***	Snow Events
1a	No treatment	Precautionary treatment	Monitor and further treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to complete clearance within 12 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
1	No treatment	No treatment	Monitor and treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 24 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.
2	No treatment	No treatment	Monitor and treatment as required when resources permit. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 48 hours of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.

Category	Overnight Frost Conditions*	Daytime Frost Conditions**	Extended Ice Conditions***	Snow Events
3 and 4	No treatment	No treatment	Reactive treatment not normally undertaken other than in response to specific circumstances. Treatment only during normal working hours.	Snow removal will commence when resources come available from higher priority treatments. Endeavours will be made to commence clearance within 5 days of cessation of snowfall, subject to availability of resources. Treatment only during normal working hours.

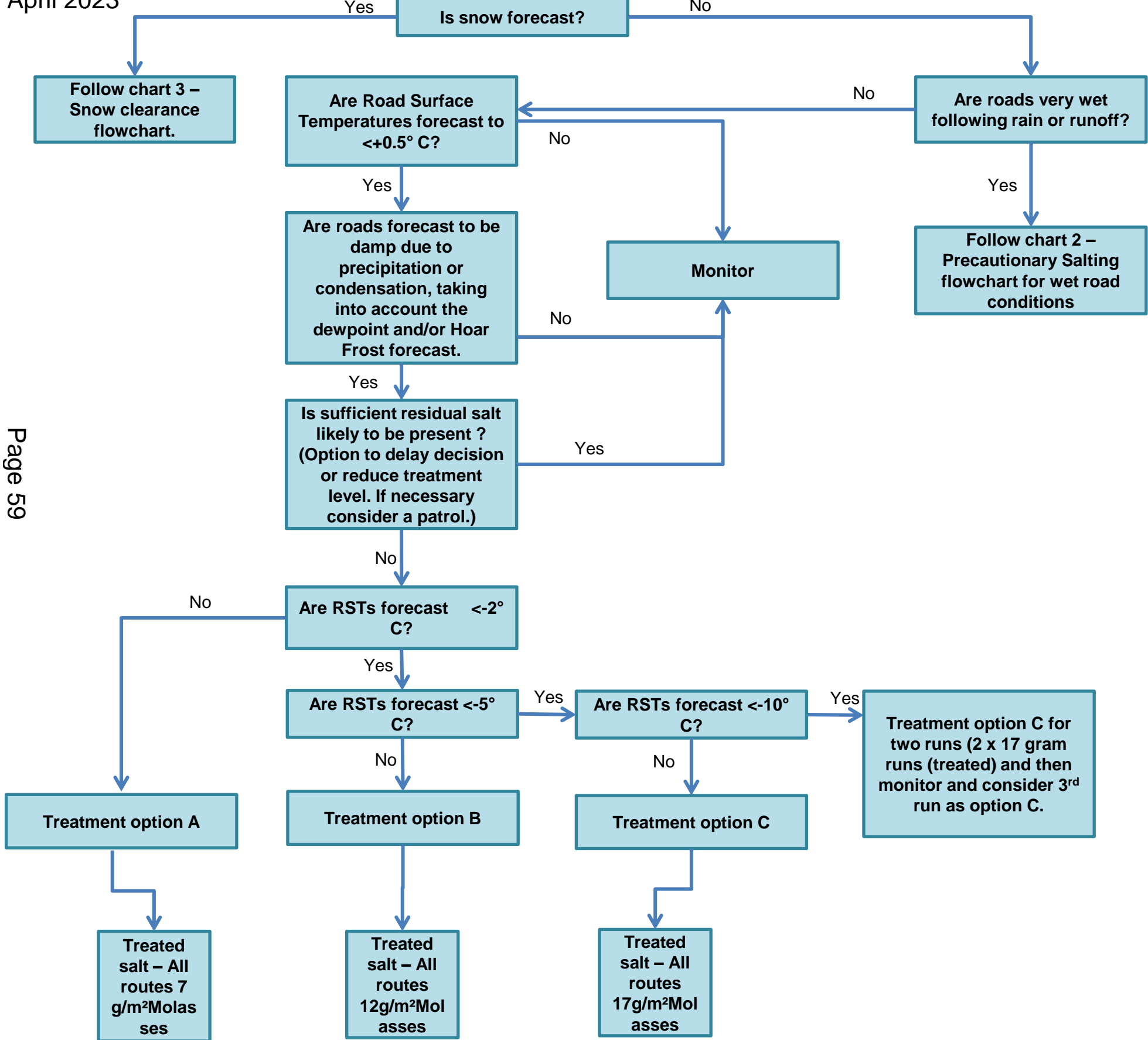
* Overnight frost conditions - Overnight forecast temperatures below zero but not extending beyond 8am

** Daytime frost conditions - Overnight forecast temperatures below zero extending beyond 8am

*** Extended Ice Conditions - Persistent widespread ice (rather than frost) for more than 18 hours in a 24-hour period and a forecast not to rise above zero for a further 18 hours in the next 24 hours.

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

Appendix E Chart 1 - Precautionary Salting for Dry or Damp Road Conditions Flowchart –Version 1
Network Resilience
Lincolnshire County Council, Highway Network Management
April 2023



Notes:

General

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

Treatment Times

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

Treatment Rates

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

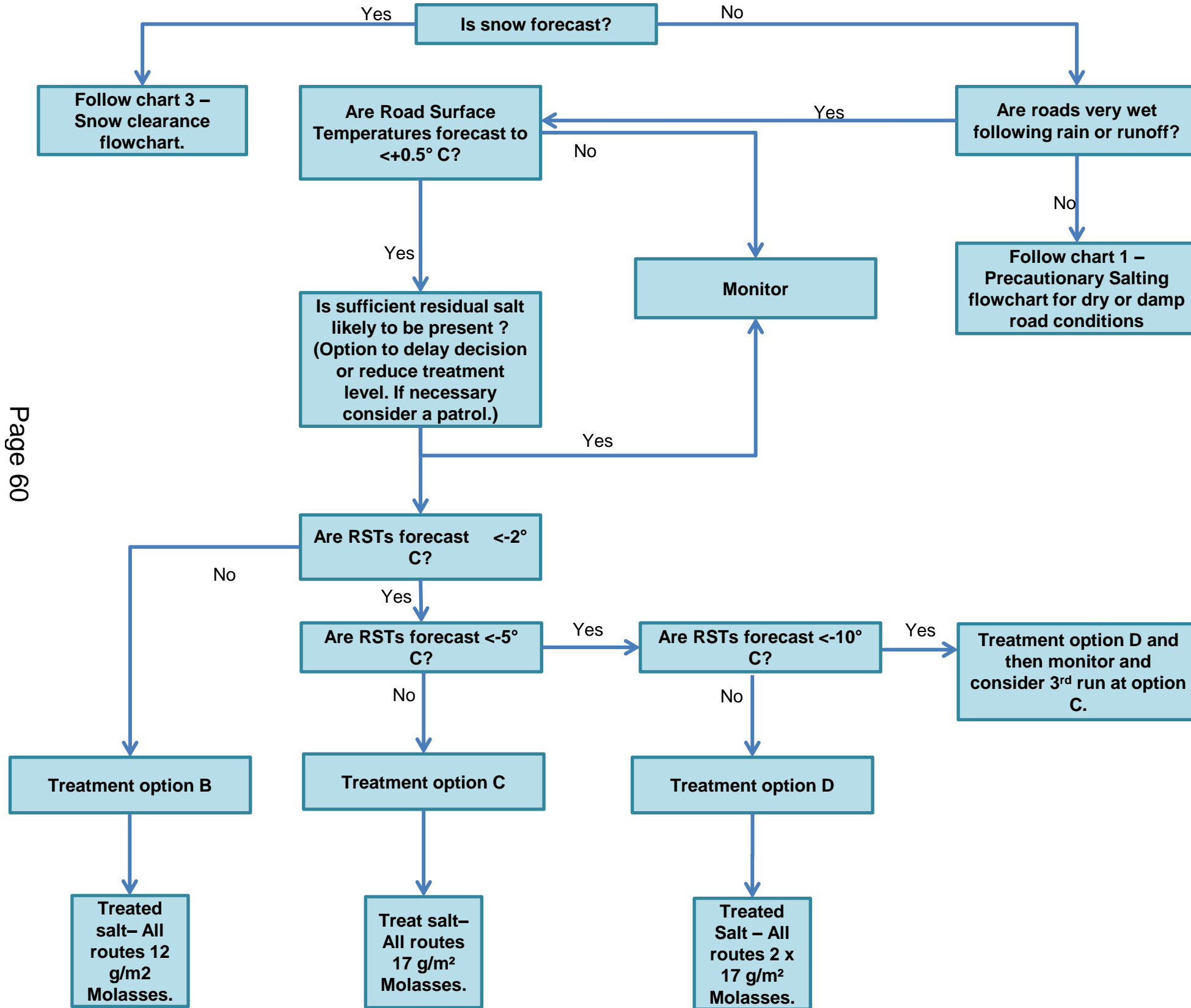
Duration of Treatment

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

Prolonged Spells of Ice/Snow

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

Appendix F Chart 2 - Precautionary Salting for Wet Road Conditions Flowchart–Version 1
 Network Resilience
 Lincolnshire County Council, Highway Network Management
 April 2023



Notes:

General

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

Treatment Rates

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

Duration of Treatment

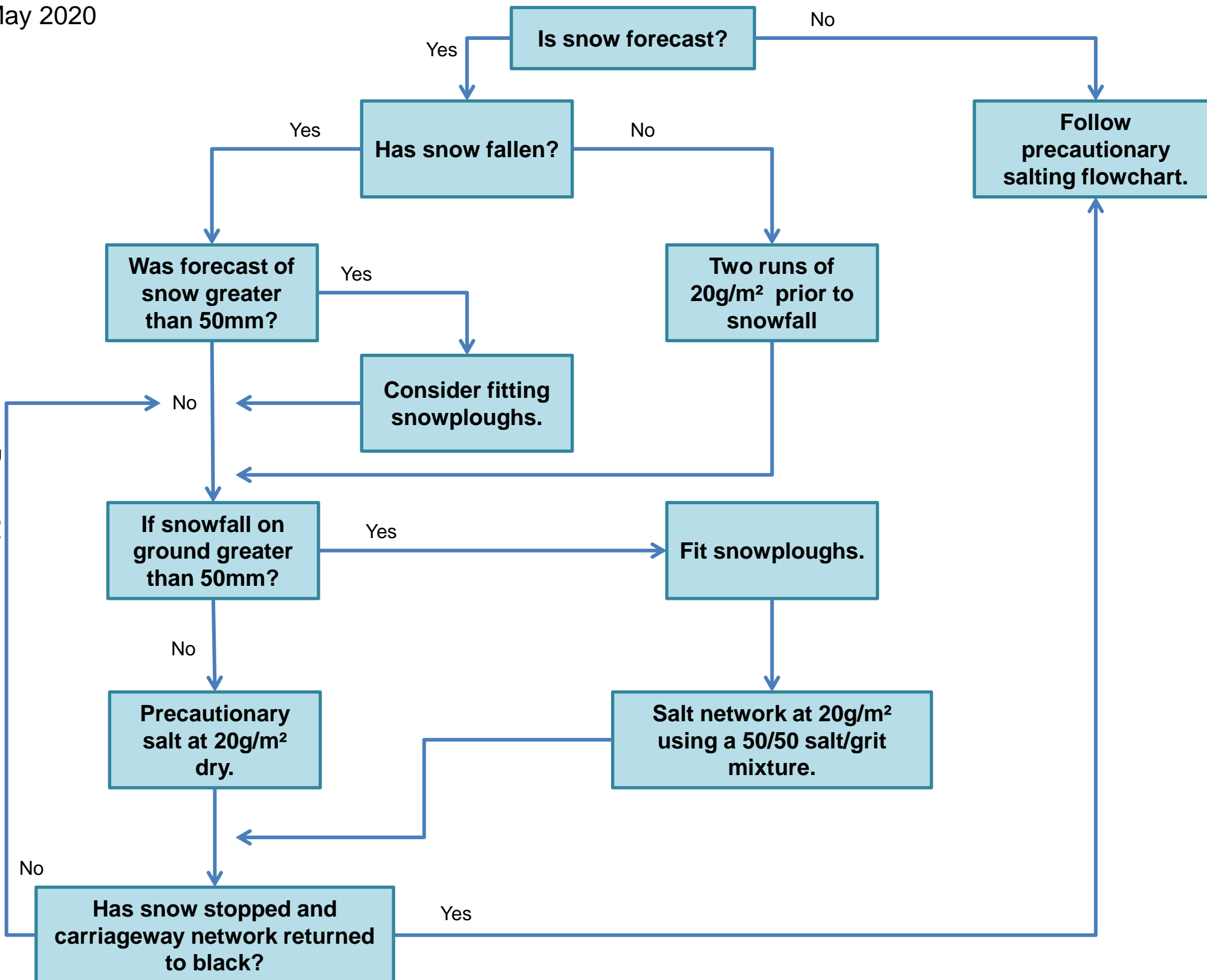
1. If period below freezing to exceed 8 hours then Grip Factor to be monitored and if necessary a second run o be considered.
2. Second runs carried out within 6 hours of initial treatment may be at 50% of the initial spread rates if no runoff water or ice present.

Prolonged Spells of Ice/Snow

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

Notes:

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



Appendix H - Self-help tips

Clearing Snow off the Carriageway

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

Vehicle operators and drivers are to have available and use:

- reflective jacket
- emergency food and drink
- mobile telephone or radio system
- wear stout footwear
- wear snow and ice grippers when walking outside of vehicle

Appendix I - Self-help tips

Clearing Snow from Footways

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

When working outside:

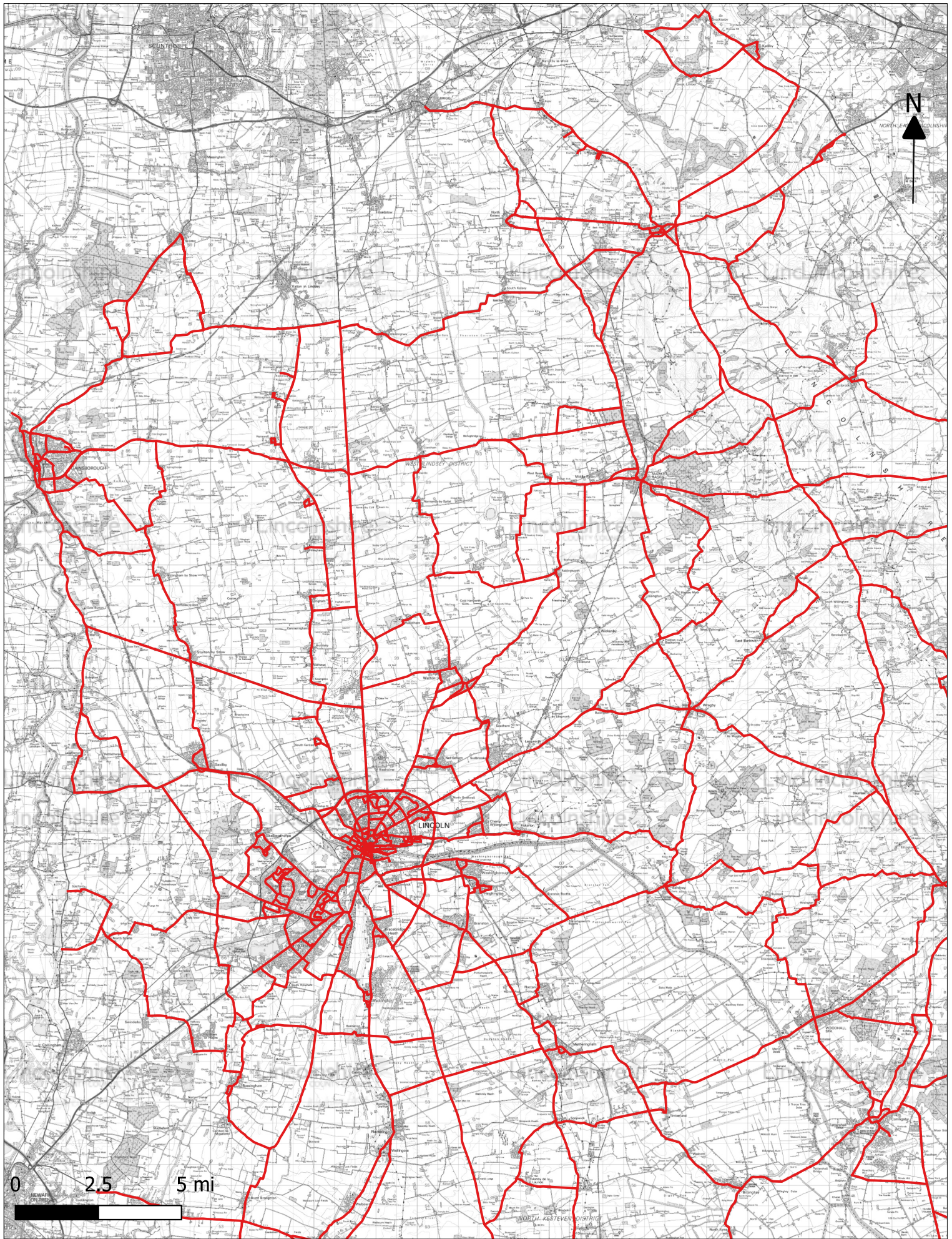
- wrap up warm
- wear a reflective coat if available
- wear stout footwear
- wear snow and ice grippers when walking, especially when pushing snow
- beware of hypothermia and wind chill effects

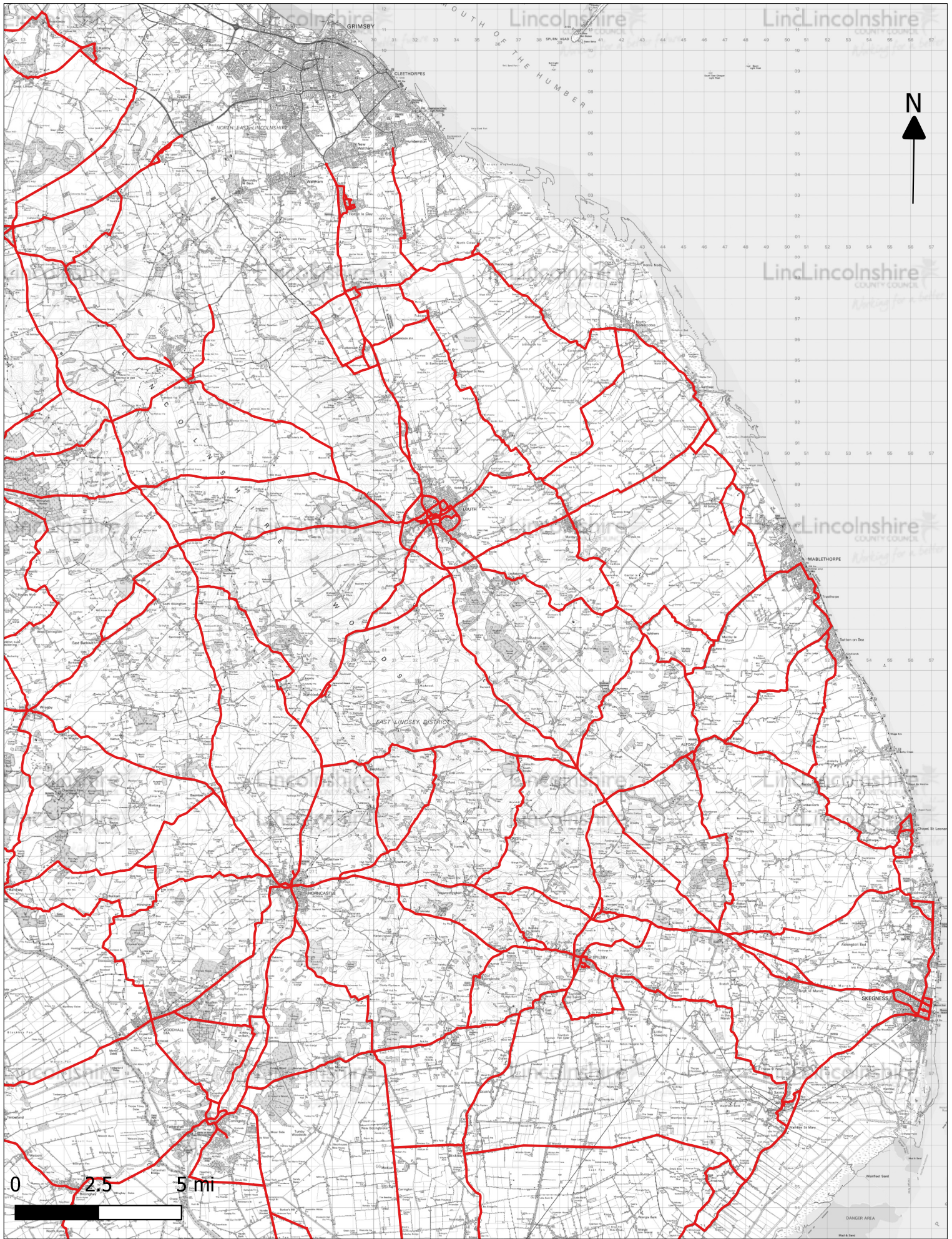
There is no law stopping you from clearing snow and ice on the pavement outside your property, pathways to your property or public spaces. This includes both public carriageways and footways.

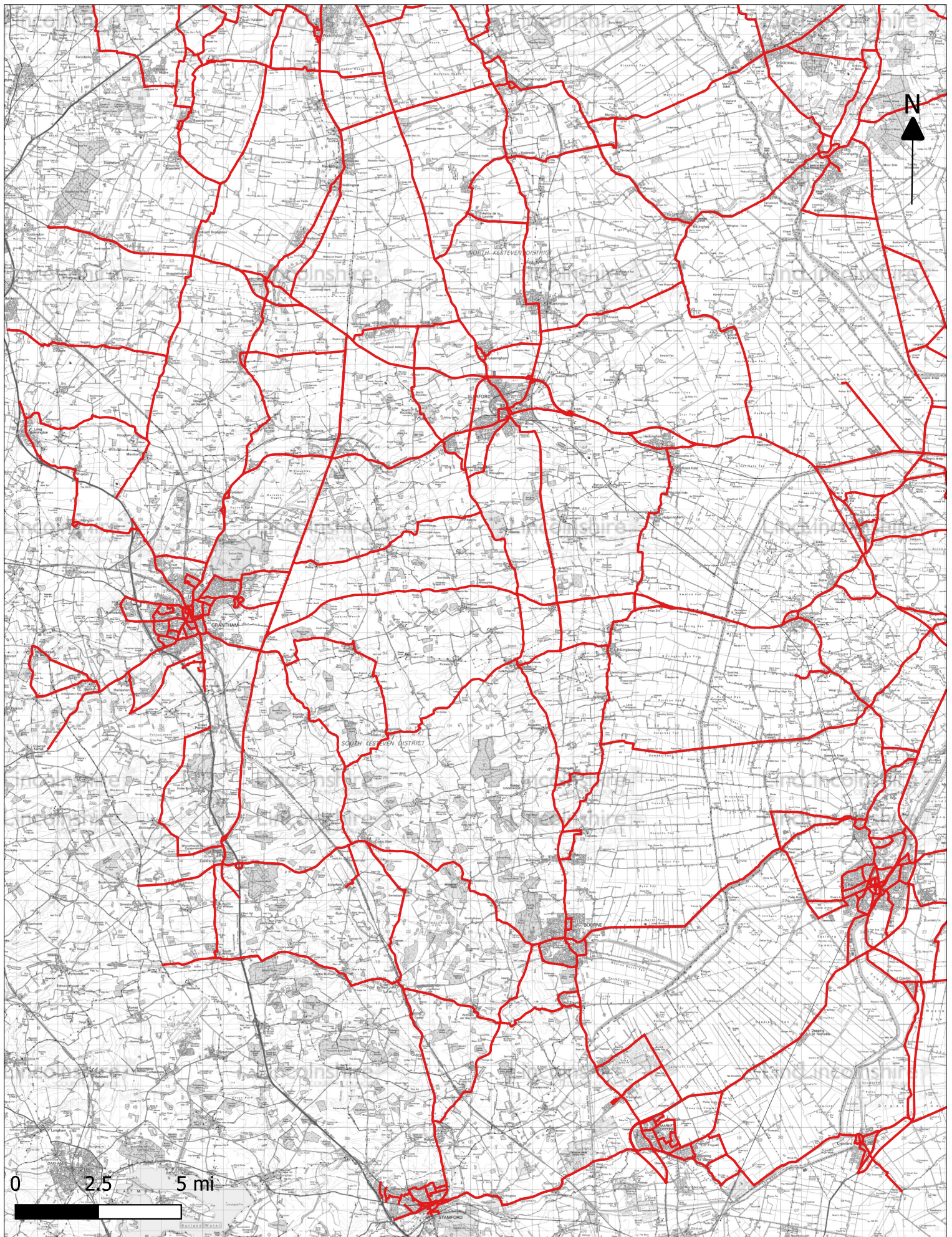
If an accident did happen, it is unlikely you would be sued as long as you:

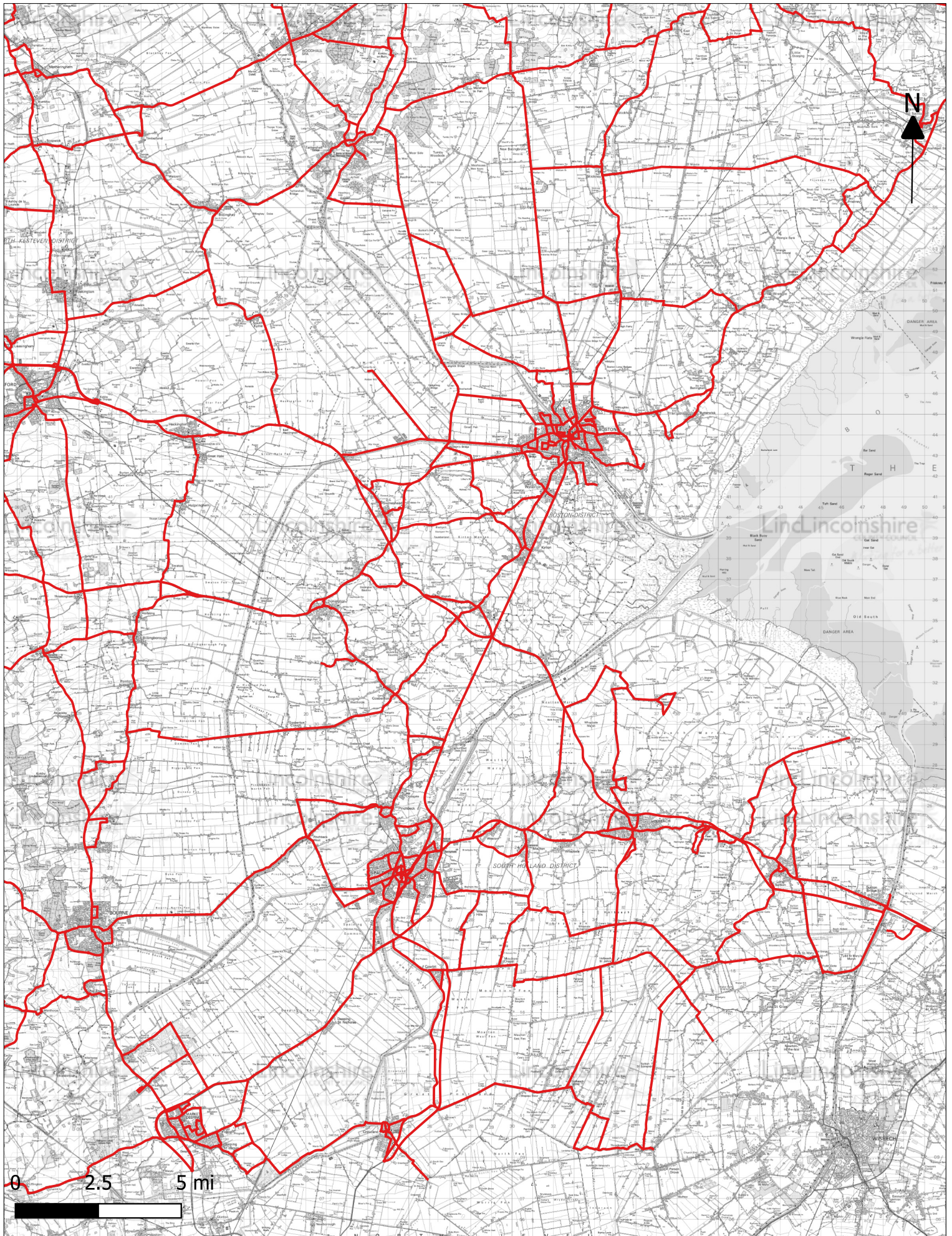
- are careful
- use common sense to make sure that you do not make the pavement or pathway clearly more dangerous than before

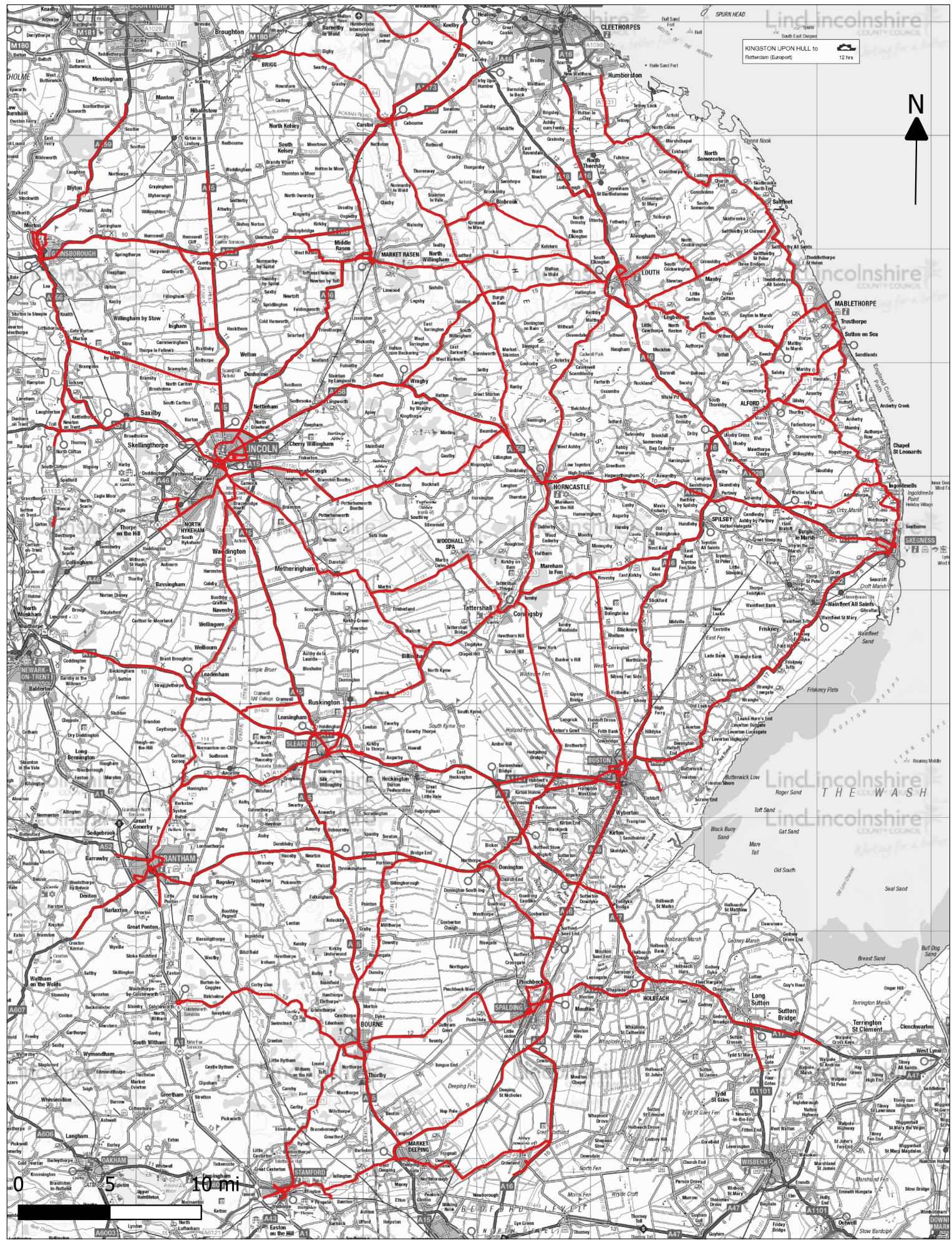
People using areas affected by snow and ice have a responsibility to be careful themselves.









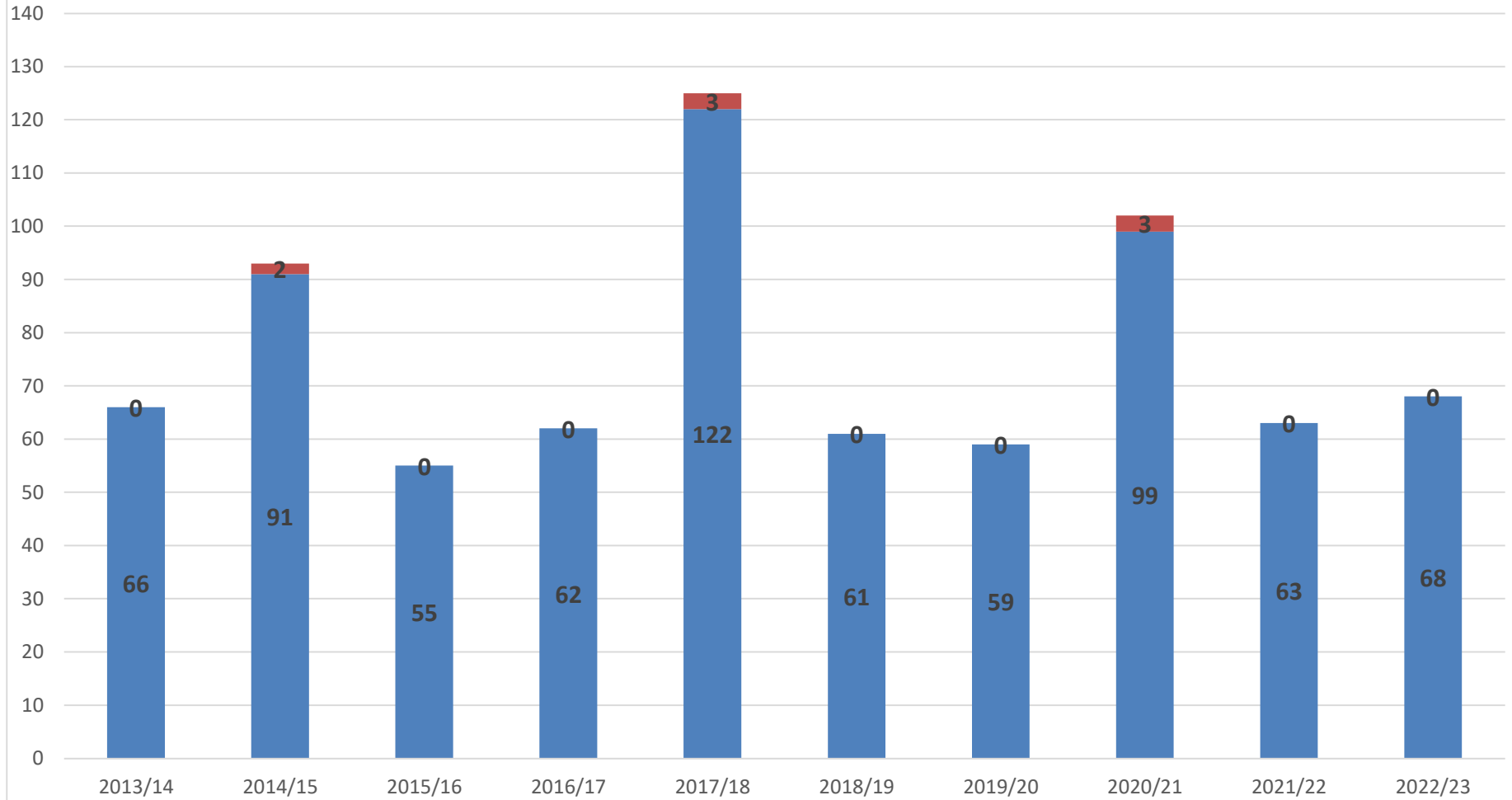


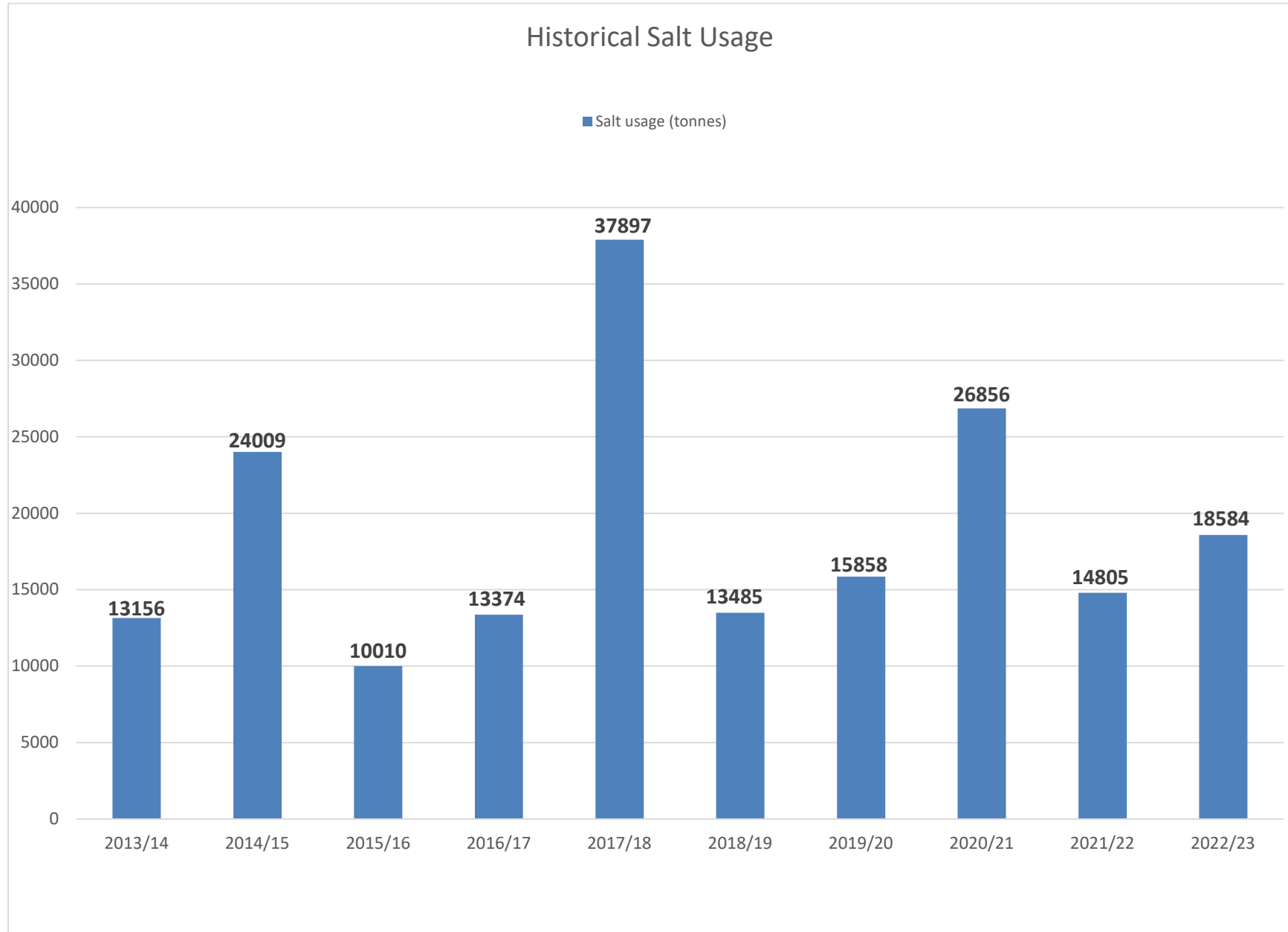
Winter Service Statistics 2022/23

Appendix B

Historical Precautionary Salting Turnouts

■ Turnouts & Second Runs (km's) ■ Plough & Salt Days/Severe Weather Routes





Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

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

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

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

Decision makers duty under the Act

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

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

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

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

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

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

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

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

Background Information

Title of the policy / project / service being considered	Winter Service Plan 2023	Person / people completing analysis	Clair Dixon
Service Area	Highways Services	Lead Officer	Clair Dixon
Who is the decision maker?	Cllr Richard Davies	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	17/07/2023	Version control	V1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	The Winter Service Plan has been reviewed and updated and there are no policy or operational changes		

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

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

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

Sex	No positive impact.
Sexual orientation	No positive impact.

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

Adverse/negative impacts

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

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

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

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

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

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

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Stakeholders

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

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

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

Objective(s) of the EIA consultation/engagement activity

No consultation or engagement activity undertaken.

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

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

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

Further Details

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



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

Report to:	Highways and Transport Scrutiny Committee
Date:	17 July 2023
Subject:	Highways Performance Report, Quarter 4 (1 January to 31 March 2023)

Summary:

This report sets out the performance of the highways service, including the Highway maintenance schemes update, Lincolnshire Highways Performance Report and Highways Complaints Report.

Actions Required:

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

1. Background

This report provides an update on all aspects of the highways service delivery the 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:

- Lincolnshire Highways Performance Report, Year 3, Quarter 4
- Highways Complaints Report, Quarter 4
- Corporate Plan Performance Indicators – Condition of roads, Quarter 4

2.1. Lincolnshire Highway Service Delivery update

2.2. 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 performance issues becoming the subject of an Improvement Plan.

A copy of the Lincolnshire County Council Highway Performance Report for Year 3, Quarter 4 can be found in Appendix A. This covers the period of January to March 2023.

The partners managed to achieve their targets for Quarter 4 except for WSP who marginally fell below 70% for the first time. The results per contract area are:

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 78.0%
- Professional Services Contract Performance Indicators (WSP) – 69.6%
- Traffic Signals Term Contract Performance Indicators (Colas) – 90.0%
- Client Performance Indicators [Lincolnshire County Council (LCC)] – 79.0%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 82.0%

The success for Quarter 4 performance data was improving the scores that were achieved for Quarter 3 in 4 of the 5 contracts. The one that dropped was the Professional Services Contract (WSP) score that dipped as a result of one performance measure triggering an improvement plan request. The other success to note was the scoring position of Performance Indicator 3 (PI3) in the Highways Works contract, which although dropped from 7 to 5 did so during what is our historically most challenging part of the season in relation to reactive defects. For Quarter 4 in 2021/22 PI3 was scoring 0 which demonstrates the increased focus the reactive service continues to receive.

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
- Professional Services Contract – PI7 – Contract Notifications processed within required timescales.

In line with the contractual procedures, PI3 and PI8 (Highways Works) have triggered a Low Service Damage penalty within the contract and continue to receive increased focus and effort. PI3, whilst improving dramatically has scored below the tendered bid position of 8. Low performance for PI8 has occurred due to a delay in the delivery of routine maintenance. The service continues to focus on these aspects. PI7 (Professional Services Contract) low scoring has been investigated and mitigation actions are underway to improve performance.

2.3. Contract Refresh

In accordance with the individual contracts, the refresh procedure has commenced for the Highway Works / Professional Services and Traffic Signal contracts. The process requires the Client and the Contractor / Consultant to review service delivery and identify contract improvements should an offer of extension be made and accepted by the parties. Any extension to the contract will be made from the 1st of April 2026 with a minimum extension of 2 years and a maximum extension of six years being available.

The outcome of the contract refresh procedure will be returned to the Highways and Transportation Scrutiny committee in September 2023.

2.4. Contract Specific Update

The delivery of the three key highway delivery contracts (Professional Services – WSP / Highways Works – Balfour Beatty / Traffic Signals – Colas) are now in quarter 1 of year four of the contract. The linked contracts are due for renewal on the 31st of March 2026 with the possibility of extension up to 31st March 2032.

2.5. 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 2022/23, Lincolnshire Highways repaired 15158 faults, including 12986 carriageway potholes (including edge potholes). The service fixed 274 gully grates / manhole covers, 824 footway defects, replaced 23 gully pots completely, as well as conducting 238 kerbing jobs, 34 minor tree jobs and repaired or replaced 231 signs.

During the fourth Quarter of 2022/23 Lincolnshire Highways completed a variety of schemes as detailed in the table below. This included 14.6 miles of carriageway patching and surfacing, 2.5 miles of footway resurfacing and reconstruction, and refreshed 14.6 miles of carriageway lining.

Work Types	Miles	Schemes
Drainage Improvements		5
Footway Reconstruction	2.5	8
Main Line Replacement	14.6	4
Carriageway Patching	9.8	10
Residential Resurfacing	1.7	13
Carriageway Resurfacing	3.1	8
Street Lighting Replacement		2
Structures Improvements		6
Traffic Signals Improvements		6
CLr Volunteer Schemes		3

2.5.1. 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.

509 individual jobs of this type were completed across the County in Quarter 4 of 2022/23. This included 85 tree jobs, 114 carriageway sites, 49 drainage jobs, 142 kerbing repairs and 56 footway repairs.

2.5.2. Challenges / Improvements

Inflation within the construction sector continues to cause challenge for the Highway service as it does for the wider cost of living challenge experienced by the residents of Lincolnshire. Whilst the dramatic rises witnessed in 2021 and 2022 have subsided, increases of 4.2% in the last three months have been experienced in road surfacing related activities. These increases will not commercially impact the Highway Service until April 2024, but it does indicate a potential future budget pressure unless it is matched by additional funding or further service efficiencies.

The additional LCC highway funding announced in the 2023 budget has ensured that the existing service levels can be maintained for the current financial year. The LCC funding was also increased by the Additional Pothole Funding announced by the Department for Transport (DfT). The one-year funding of £7.4 million will help improve the Highway service however the funding level falls short of the inflation pressure on the Highways Maintenance Block allocation that has and is due to remain static between April 2022 and 31st March 2025 under a three-year settlement. LCC Highways continue to lobby the DfT via regional bodies in relation to this ongoing pressure.

The Highway service continues to focus on the reactive (potholes and faults) and the Street Lighting operational delivery. A series of “Day in the Life” sessions have been held with the operational reactive gangs to help identify and implement further service improvements. These improvements will be implemented jointly between LCC and Balfour Beatty over the next three months. Combined with this improvement activity, Construction of a new Operational Control Hub within the LCC Highways office has recently commenced with a expected completion date of September 2023. The control hub will monitor live data of gang performance, feedback on operational issues and be responsible for identifying service improvements. The control hub will be the focal point for any Highway incidents when wider team input and management decisions on the network are required.

2.6. Professional Services Contract – WSP

WSP work alongside Lincolnshire Highways colleagues in the Technical Services Partnership (TSP), where three Performance Indicators measure WSP performance directly and seven measure TSP (LCC & WSP). All schemes which completed in Year 3 Quarter 4 feed into this reporting period.

Within quarter 4, the overall Professional Services score dipped from 75.5% to 69.6%. The main contributor to this reduction in the total score related to PI7 – Contract Notifications Processed within Required Timescales, which scored 0 out of 10 for Q4. An investigation has identified some changes to team members within TSP resulting in delays with the

contract notifications. Further training has now been put in place and the scores are expected to improve for future reporting.

WSP delivered 9 out of 10 of the selected Year 3 annual quality statements from their 2020 tender submission. The quality statements included provision of:

- WSP input to Councillor Nominated Volunteering schemes throughout the year.
- Development of good practice activities with other local authorities.
- A rolling programme of local apprentices.
- Careers and STEM¹ engagement with local schools and colleges.

Examples of these include WSP colleagues being actively engaged in recent volunteering schemes such as at Alford Cricket Club where a combined WSP, Balfour Beatty, Colas and LCC Highways team paint fencing and benching at this community facility. WSP host a range of good practice events throughout the year and bring authorities together to solve common challenges through working groups. Local WSP colleagues have also continued working with this year's cohort of the Construction and Built Environment students at Lincoln College, where careers support has been provided and the students are developing a 'real life' feasibility study for them to include within their studies.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost achieved an average score of 8.3 out of 10 for Y3 Quarter 4, which was slightly down on the previous quarter at 8.4 out of 10.

Internal TSP client satisfaction scores, obtained through a questionnaire provided for those schemes completing in the quarter, have remained constant in Quarter 4 with most clients being satisfied with an average response score of 7.04 out of 10.

Within the measures WSP are targeted to fill requested vacancies within 3 months. The score for Quarter 3 equates to 4 out of 10, which is the same as the Q3 score. Whilst much effort goes into identifying quality candidates to the Lincolnshire contract it is currently proving difficult to attract potential colleagues who have the right qualifications, experience and are affordable; with industry wide salary expectations continuing to increase.

2.6.1. Challenges / Improvements

Recruitment for specialist roles within the engineering sector is 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. LCC and WSP have implemented a number of initiatives to tackle the recruitment challenges and are looking to bring staff based in WSP national offices into the LCC highway offices to bolster service delivery in the Lincolnshire team.

The ongoing recruitment difficulty and increasing salary expectations continue to show within the latest inflationary data with a 2.27% increase since April 2023. These increases will not commercially impact the Highway Service until April 2024, but it does indicate a

¹ Science, Technology, Engineering, and Mathematics

potential future budget pressure unless it is matched by additional funding or further service efficiencies.

LCC and WSP are implementing a number of initiatives to tackle the recruitment challenges and are looking to bring staff based in WSP national offices into the LCC highway offices to bolster service delivery.

2.7. Traffic Signals Term Contract – Colas

Quarter 4 performance for the Traffic Signals contract was 90 out of 100 which reflects another strong quarter from Colas who continue to perform well in terms of the PIs. For year 4 of the contract, adjustments have been made to three new PIs to challenge service delivery and target new areas where we feel improvements can be made. These will look at stock levels, the ordering process and time taken to provide quotations for task orders.

In terms of traffic signal ongoing maintenance, the overall statistics for Quarter 4 were as follows:

- 57 emergency faults (2-hour response) of which all were attended in time (100%).
- 423 standard faults (response within 12 contract hours) of which 422 were attended in time (99.76%).
- 45 requests for signals to be switched off for road works.

The Traffic Signal Capital Refurbishment Programme for Quarter 4 saw the following schemes undertaken:

- Kings Road / Winfrey Avenue, Spalding – junction refurbishment utilising a maintenance grant from the DfT.
- Winfrey Avenue / Swan Street, Spalding - junction refurbishment also utilising a maintenance grant from the DfT.
- Trinity Street (Lewis Street), Gainsborough – crossing refurbishment to latest Puffin standard.

2.7.1. Challenges / Improvements

The Traffic Signals provider have struggled to supply their own branded equipment to the contract for the past 4 months which has raised concern with some elements of the supply chain around delivery timescales and product quality in what is a specialist market. Utilising Colas's own equipment means that LCC is supplied with a consistent product over which Colas have full control and it also simplifies the maintenance regime by sticking to a single product. Third party suppliers have been unreliable in terms of cost and delivery, and LCC is working with Colas to ensure this is rectified moving forward. Concerns in relation to this are likely to feature as part of the contract refresh procedure.

Colas now have a full complement of installers but have one vacancy within the team for an engineer. Recruitment for this vacancy will commence later in the summer once the latest arrivals are fully embedded within the service.

3. Complaints

A copy of the Highways Complaints Quarter 4 report can be found in Appendix B. During quarter 4 the highway service received a total of 19,010 Fix My Street submissions, CSC calls and CSC emails. LCC received a total of 189 contacts to the Customer Relations Team during this period, accounting for less than 1% of all contacts received.




Of these 189 contacts 151 entered the formal complaints process, accounting for 80% of these contacts, with the remaining 38 being resolved informally in early resolution.

The number of complaints entering the formal complaints process has decreased by 20% in comparison to the previous quarter.

4. Corporate Plan Performance Indicators – Condition of roads

The condition of the roads within Lincolnshire is collected and reported on an annual basis and reported to the Department for Transport. LCC also utilises this data as part of its Corporate Plan performance against the Success Framework 2022-23 for quarter 4.

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.

- 0 measures that exceeded their target 
- 3 measures that achieved their target 
- 0 measure did not meet their target 

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.

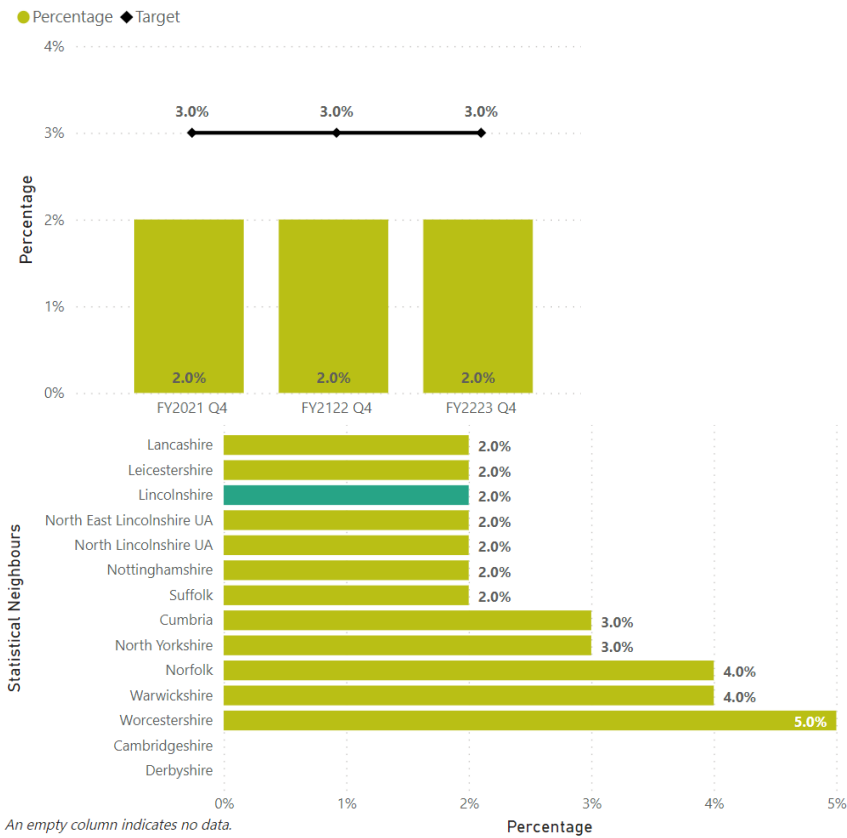
Appendix C details the proposed key performance indicators to be reported to Highways and Transport Scrutiny Committee for 2023-24.

PI 84 Condition of Principal roads

Actual: 2%

Target: 3%

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



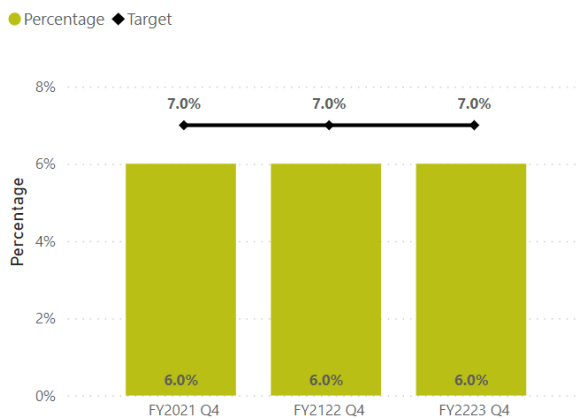
Benchmarking as at March 2022

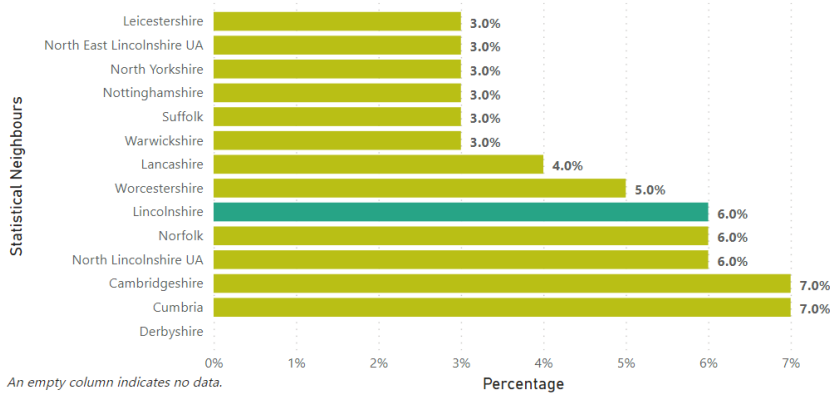
PI 85 Condition of Non Principal roads ✓

Actual: 6%

Target: 7%

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





Benchmarking as at March 2022

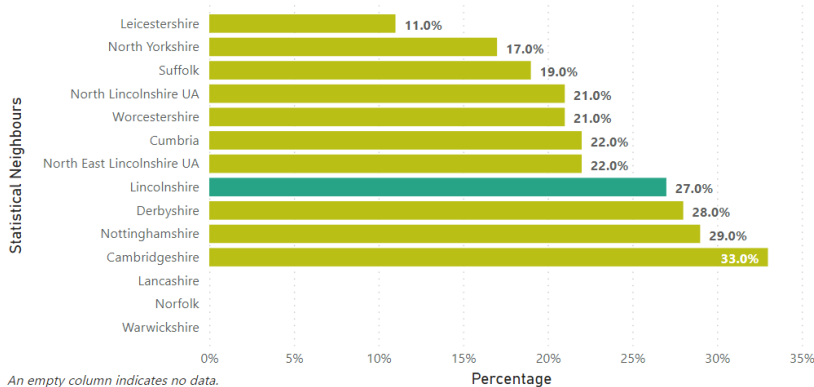
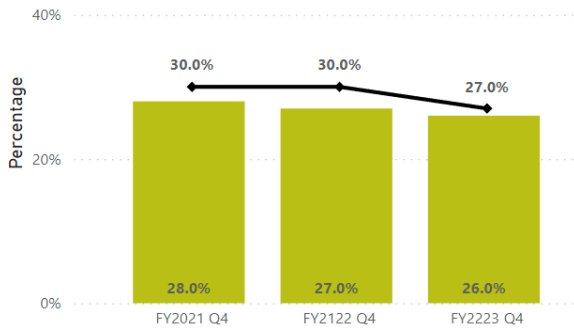
PI 86 Condition of Unclassified roads ✓

Actual: 26%

Target: 27%

The percentage of the unclassified road network where maintenance should be considered has reduced across the last 4 years.

● Percentage ◆ Target



Benchmarking as at March 2022

6. Conclusion

Lincolnshire's Highway team and its strategic partners continue to deliver an efficient and effective service during challenging market conditions. Performance reported for Quarter 4 demonstrate that the service has continued to improve in four of the five reporting areas. Whilst most areas have improved, the service continues to pursue further initiatives to tackle areas of low performance and is consistently striving to implement value for money savings across the wider service.

The funding position for 2023/24 has been positive and will likely result in improvements to the overall asset condition at the next reporting cycle. Funding beyond April 2024 remains a concern as a large proportion of funding has been received on a one-year basis. The service will continue to monitor future budgets in relation to the buying power of the Highway Service and will continue to lobby the DfT via regional bodies in relation to this.

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

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Highways Alliance Performance Report (1 st January to 31 st March 2023) Quarter 4
Appendix B	Highways Complaints Quarter 4 Report
Appendix C	2023-24 Corporate Plan - Service Level Performance Indicators

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 Client and Contractual Management Services, who can be contacted on 01522 55222 or Jonathan.evans@lincolnshire.gov.uk.



Lincolnshire Highways Performance Report

Year 3 Quarter 4 – January to March 2023

Prepared June 2023



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 2022/23

**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	8.5 Achieved	8.5 ↑	8.0	8.1		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8.5 are currently being achieved
HWTC PI2	Response times for emergency works	99.5%	99.82%	10 ↔	10	10.0		Out of 548 emergency jobs over the quarter, 547 achieved the required response rate.
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	94.46%	5 ↓	7	4.0		11885 out of 12582 jobs were completed on time.
HWTC PI4	Tasked completed within timescales - Planned Works	0 fails	1 fail	9 ↑	8	8.0		Out of 47 schemes 46 were completed within anticipated timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	99.76%	10 ↔	10	10.0		This quarter there were 2 FPNs for non-compliance of TMA on 824 completed JVs.
HWTC PI6	Quality assessment of workmanship	95%	88.50%	8 ↑	6	8.0		The data used for the quarter shows 90.80% compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	91.67% Notifications; 99.31% Target Costing	9.5 ↑	8.0	8.1		Out of 234 Contract Notification 205 were acknowledged in appropriate timescales. 99.32% of jobs requiring a Target Cost did so within 4 weeks of works commencing.
HWTC PI8	Street Lighting Service Standard	98.5%	Measure under review	0 ↔	0.0	1.0		This service area is being reviewed and score has yet to be finalised however anticipated to be underperforming.
HWTC PI9	Drainage Cleansing Maintenance	95%	95.30%	10 ↑	8	9.5		Whilst not all of the cleanse had been completed by the end of the year the minimum level had been achieved. The shortfall was subsequently completed within the first 3 weeks of April.
HWTC PI10	Winter/Summer Maintenance	100%	99.50%	8 ↓	10	9.5		Winter Gritting was carried out as required however some missed there required start times.

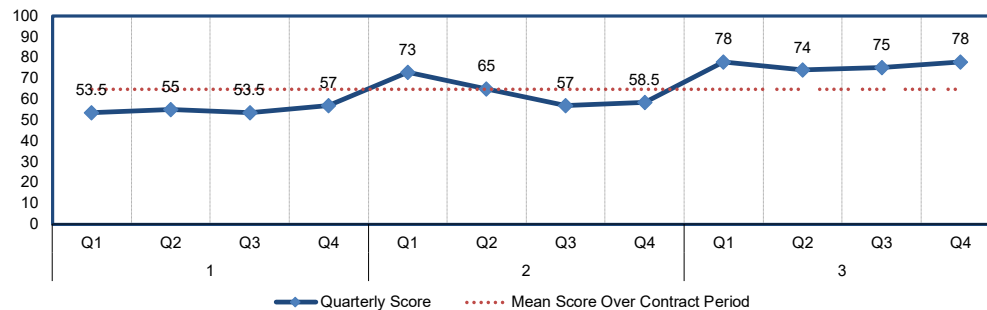


Total	78.0 ↑	75.0	76.3
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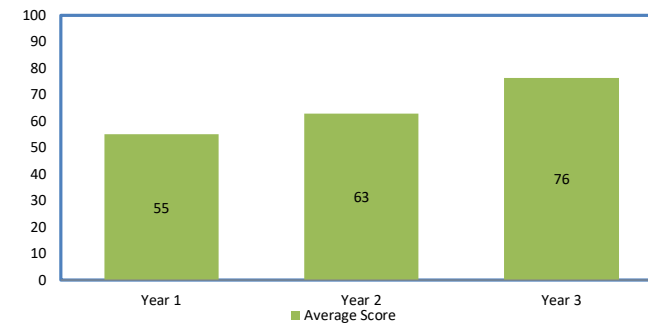
Overall Summary

The score for this quarter increased from 75 points to 78. PI7 has seen a continuing trend of improvement and has scored the highest points since the contract started. The focus on this area by the contractor has shown positive results. PI8 has undergone a review so whilst low scoring now, it is expected to start scoring from Year 4.

Highways Works Performance Scores Over The Contract Period
(Average score = 61)



Yearly Average Highways Works Performance Scores



Lincolnshire County Council Highways
Performance Report
Quarter 4 2022/23

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	9 Achieved	8.0 ↔	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	110k savings	On Track	10.0 ↔	10.0	10.0		The annual target for savings in Y3 is £110,670
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	89.92%	7.7 ↑	7.3	7.4		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 89.92% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	99.31%	8.7 ↑	8.1	8.3		There were 62 Task Orders completed this quarter - on average they took 99.31% of the agreed timescale. The average score for Design was 7.94 whilst Supervision was 9.36
PSP PI5	Overall Performance of Design and Supervision	85%-115%	113.07%	8.0 ↓	10.0	8.3		The average Awarded Tender Value was 113% 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%	91.00%	9.0 ↑	8.3	8.7		The completed schemes the average percentage of Original Quote compared to Actual Cost was 91%. Less than 100%; Pre-Tender Works Cost Estimate more than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	69.82%	0.0 ↓	5.0	3.8		Out of 111 Contract Notifications 79 were acknowledged or actioned in appropriate timescales. A further 3 were actioned in acceptable extension period.
PSP PI8	Client Satisfaction of Design Service	>9.5	7.04	6.0 ↔	6.0	5.5		The average score by Task Order values were as follows - Below 10k = 8.82, 10k-50k = 6.13, 50k-100k = n/a , Greater than 100k = 6.17. The average overall was 7.04
PSP PI9	Continuity of Key Staff	No impact	4 Negligible, 2 Minor, 1 Moderate	8.3 ↓	8.7	8.3		Two schemes reported potential for a minor impact due to changes in staff. One scheme reported a moderate impact due to change.
PSP PI10	Time to fill a Vacancy	>90%	9 vacancies outstanding	4.0 ↔	4.0	5.5		9 vacancies were requested to be filled that are currently still outstanding. As such so this measure has been deemed to score 4 points.

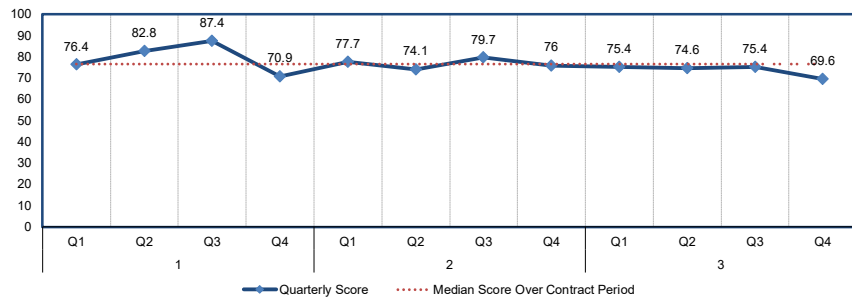


Total	69.6 ↓	75.4	73.7
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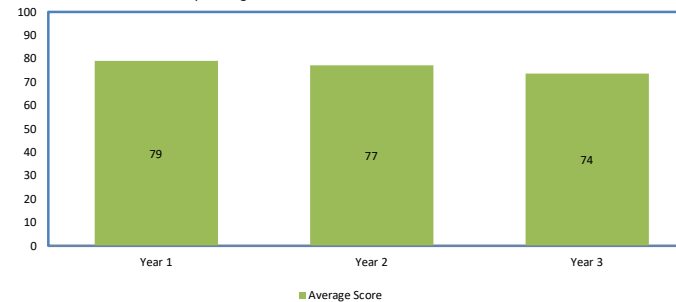
Overall Summary

The overall Professional Services Partnership score for 2022 Q4 is 69.6 out of 100. Workshop training has been arranged to focus on low score areas with Contract Notification being the highest concern.

Professional Services Performance Scores Over The Contract Period
(Average score = 77)



Yearly Average Professional Services Performance Scores



Lincolnshire County Council Highways
Performance Report
Quarter 4 2022/23

**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	6.5 Achieved	4 ↔	4	4.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 7 are currently being achieved
TSTC PI2	Weekly works planning	29 Supplied	29 Supplied	10 ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q3.
TSTC PI3	Response times for emergency works	None missed	2 missed	10 ↑	4	6.0		67 emergency faults out of 67 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	99.59%	10 ↔	10	10.0		487 faults out of 489 faults received during Q4 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	99.45%	10 ↑	8	8.5		116 of 117 task orders that were due during Q4 have been completed within the contract timescales. All 65 new Task Order had quotations provided within 3 weeks.
TSTC PI6	% Task Orders completed free of remedial works	99%	100%	10 ↔	10	10.0		0 remedial have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	100.00%	10 ↔	10	10.0		489 out of 489 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	100.00%	6 ↓	10	9.0		8 task orders out of 9 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	On Track	10 ↔	10	10.0		All 314 annual inspections were completed by the end of year.
TSTC PI10	Signal Optic Failures	30 or less	0 sites	10 ↔	10	10.0		There has been a total of zero sites where an Optic failure has occurred.

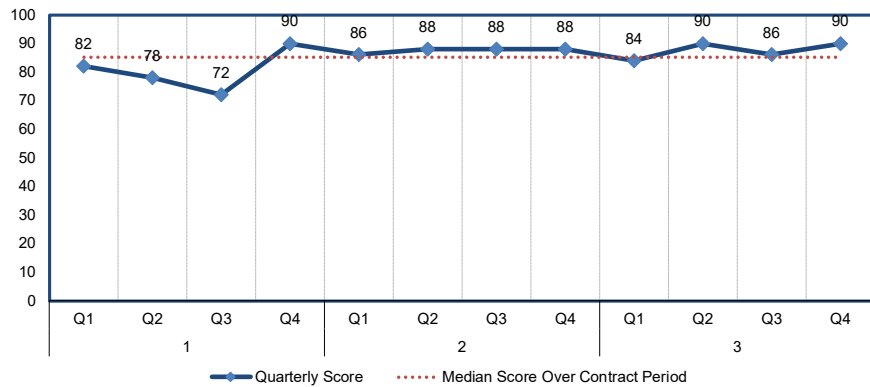


Total	90.0 ↑	86.0	87.5
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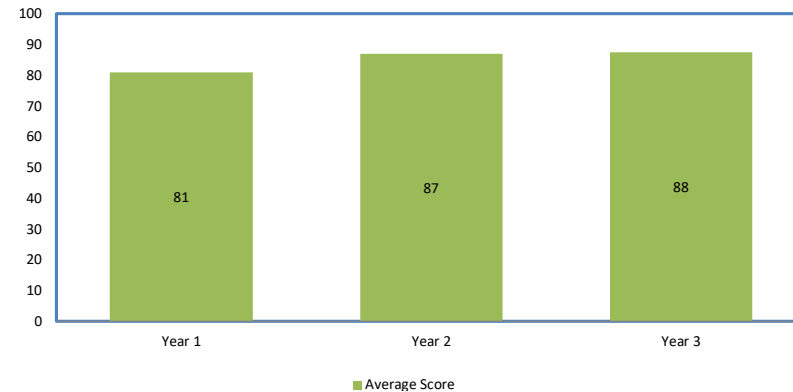
Overall Summary

The score for this quarter has increased from 86 to 90 points. The score remains high and still show the contractor is achieving their targets.

Traffic Signals Performance Scores Over The Contract Period
(Average score = 85)



Yearly Average Traffic Signals Performance Scores



Lincolnshire County Council Highways
Performance Report
Quarter 4 2022/23

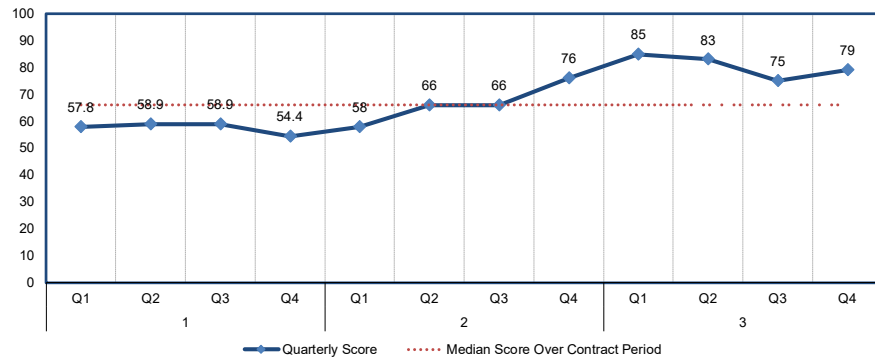
Client Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Client PI1	Client scheme proposals	Sept 22	On Time	10 ↔	10	10.0		The Scheme Proposals for 2023/24 were due to be issued by the Client to the Contractor at the end of September. 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%	93.71%	7 ↑	5	6.3		Out of 14969 incoming enquiries only 14028 were actioned within appropriate time scales. The level has decreased from last quarter and has scored 5 points.
Client PI4	Early Contractor Involvement	>98%	96.00%	8 ↑	4	0.0		Out of 50 schemes that started this quarter 48 has had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	12.38%	4 ↓	8	8.0		So far £37,278,246 has been raised on Confirm with £4,616,877 compensation events against that target.
Client PI6	Total Rejected Orders	<1%	1.47%	9 ↔	9	8.8		Out of 23067 committed jobs 339 were rejected
Client PI7	Contract Notifications processed within required timescales.	98%	84.29%	5 ↔	5	6.0		Out of 226 Contract Notification 184 were acknowledged or actioned in appropriate timescales. A further 13 were actioned within acceptable extension period.
Client PI8	Percentage of abortive works	<1%	0.99%	10 ↔	10	10.0		Out of 911 jobs that have gone through the ECI process 9 were subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	98.25%	8 ↑	6	7.0		Out of 572 Highway Inspections 10 had an overdue inspection.
Client PI10	Value for Money	Constant Improvement	Baselines being agreed	8 ↔	8	8.0		The Value For Money process has been reviewed and is starting to be implemented. More areas have now had a review of Y1 and Y2 to establish baselines but not all have been finalised. As such the measure has maintained at a score of 8 accordingly.



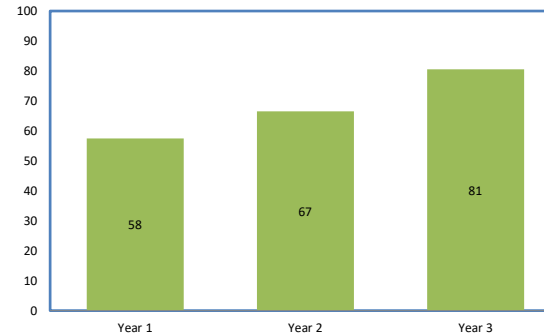
Total	79.0 ↑	75.0	74.0
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Overall Summary
The score this quarter has increased from 75 to 79. Several measures have increased marginally from last quarter and show continued improvements. Overall the average scores across the year is an improved position from Y1 and Y2.

Client Performance Scores Over The Contract Period
(Median score = 66)



Yearly Average Client Performance Scores



Lincolnshire County Council Highways
Performance Report
Quarter 4 2022/23

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 2022 is within the anticipated range. Road Condition data show Principle Road at 1.8% Red, A&B Roads at 5.3% Red and Unclassified Roads at 26.8% Red.
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	89.11%	8 ↔	8	8.5		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 5 out of 7 for this quarter.
Alliance KPI3	Minimising disruption to the public	46 schemes annually	52 schemes ytd	10 ↑	8	7.5		52 schemes were confirmed by Q4 so the target has been achieved.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8 ↔	8	7.8		The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been an increase in apprentices working on the contract however this is below the commitments from partners. The level of spend to suppliers locally has been maintained.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	0.50%	10 ↔	10	6.0		This is annual data, and the figure for 2022 was an increase of 0.5% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	87.00%	6 ↔	6	6.0		This is annual data, and the figure for 2022 was an increase of 1% in efficiency of spend This result changes once per year in October.
Alliance KPI7	Net/Positive Press Coverage	>95%	89.92%	6 ↓	8	5.5		This Quarter there was 36 positive, 80 neutral and 13 negatives stories. There were 129 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.70	10 ↔	10	10.0		The average score for the alliance partners was 7.70 out of 10 - increasing from 7.53
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 >£58 per Tonne 98% Recycled	4 ↔	4	4.0		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 but CO2 emissions are provisionally up from last year. This part of the measures scores -1
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	100.00%	10 ↑	9	9.8		42 assessments over the past twelve months have passed out of 42 assessments.

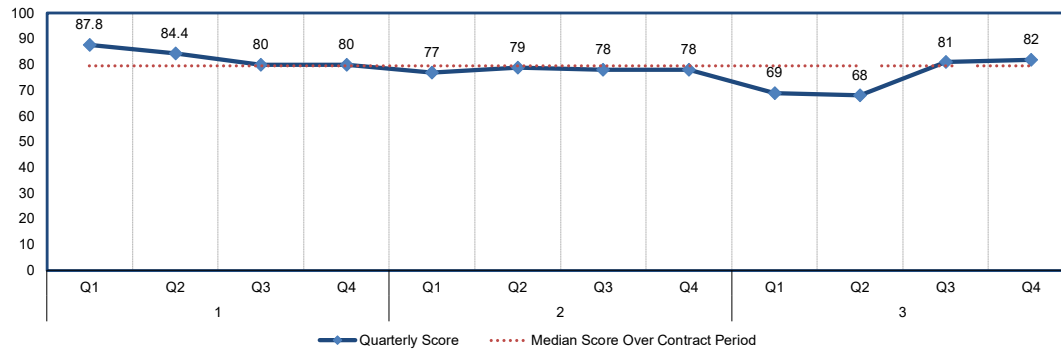


Total	82.0 ↑	81.0	75.0
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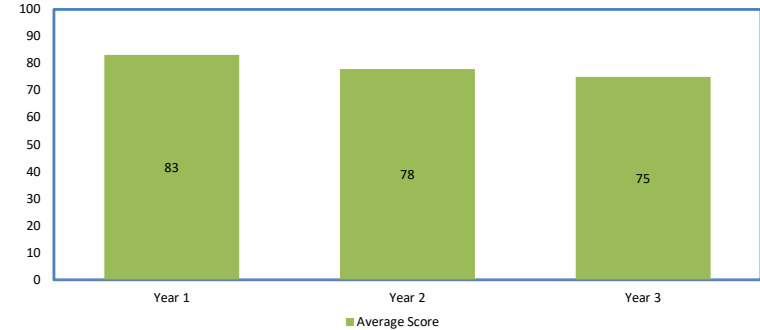
Overall Summary

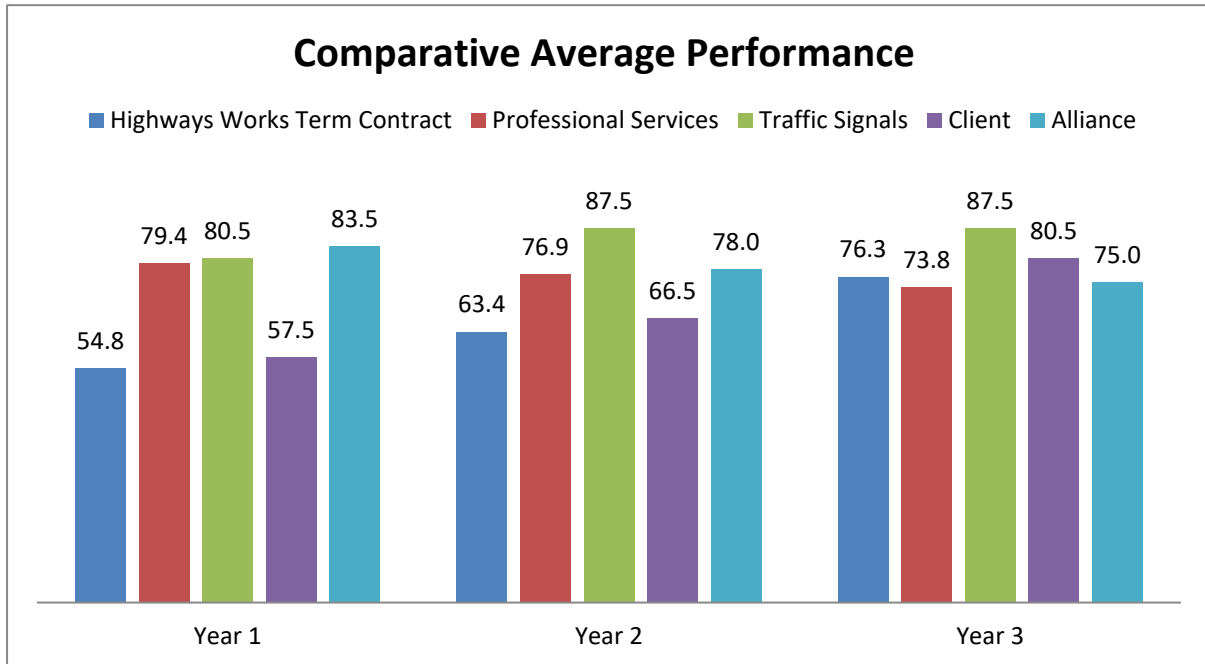
The score has increased from 81 to 82 points. The target for minimising disruption to the public has been met, however there has been an increase in negative local press coverage.

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



Yearly Average Alliance Performance Scores





Conclusion

The Highway Works Term Contract has increased from 75.0 to 78.0 which is the joint highest score for the contract to date. The scores from the contractor generally continue to show improvement. The area of significant increase would be Contract Notification processed within required timescales.

The Professional Service Contract score had a slight drop with a decrease in score from 75.4 to 69.6. Training workshops have been arranged to focus on areas where points have decreased.

The Traffic Signals Contract score has increased from 86.0 to 90.0 points. This area of the contract continues to show high performance.

The Client score has increased from 75.0 to 79.0 points. The scores will continue to be monitored to try to ensure improves in future.

The Alliance Indicator score has increased from 81.0 to 82.0 points. The main factor in the increase in score is that there were no RIDDOR incidents this quarter.

James Malpass
June 2023

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
Client PI3	Client Enquiry Response Times	This measures scores has increased but will continue to monitored to ensure improvement in future	Network and Development Managers, TSP management and Divisional management.	Ongoing
PSP PI10	Time to fill a vacancy	Whilst not currently below low performance levels - this measure has been flagged as an area of concern. The partner is actively trying to ensure the score improved going forward.	PSP management	Ongoing
HWTC PI3	Tasked completed within timescales - Reactive Works	This is measure is still being monitored due to being below mininum performance level. It is noted that the scores have though generally been improving over time.	Network and Development Managers, TSP management and Divisional management.	Ongoing
HWTC PI8	Street Lighting Service Standard	A workshop is ongoing to look into the measure to see what improvement and changes can be made.	Network and Development Managers, TSP management and Divisional management.	Year 4
Alliance KPI9	Reduction in Carbon Emissions and Waste	Data capture and processing need to improve for the measure to be accurate.	All Partners	Ongoing

Highway Works Term Contract PIs

HWTC PI 1 - Compliance with Tendered Quality Statements

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

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

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

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

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

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

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

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

This includes the following priorities –

1 hour jobs

2 hour jobs

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

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

Denominator = Total number emergencies identified (Y)

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

Y

Points Scale

99.5 to 100% = 10

98.5 to 99.5% = 8

97.5 to 98.5% = 6

96 to 97.5% = 4 95 to 96% = 2

<95% = 0

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

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

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

This includes the following priorities –

22 Hour jobs

5 Day jobs

20 Day jobs

75 Day Jobs

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

Y

Points Scale

99-100% = 10

98-99% = 9

97-98% = 8

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

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

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

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

This includes the following priorities –

Planned Works

JV Works

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

Points Scale

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

HWTC PI 5 - Percentage Task Orders carried out in compliance with TMA.

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

The target is for 99% of Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

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

HWTC PI 6 - Quality Assessment of Workmanship

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

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

Sites can be requested by the Client for investigation, but the majority of sites tested, are randomly selected.

This is identified by comparing the total number of passed quality assessments, to the total number of assessments carried out to get a pass percentage.

>99% =10

>97% =8

>95% =6

>93% = 4

>91% =2

<91% =0

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

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

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

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

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

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

Contract Notification Processed within required timeframe

>99% = 10

>97% = 9

>95% = 8

>93% = 7

>91% = 6

>89% = 5

>87% = 4

>85% = 3

>83% = 2

>81% = 1

<81% = 0

Works Accepted within 4 weeks

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

Overall Score

Average of the two scores (CEs and Works Accepted)

HWTC PI 8 - Street Lighting Service Standard

To measure and improve the percentage of streetlights working within Lincolnshire

Methodology (measurement): Identified through measuring.

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

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

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

The weightings and targets are as follows

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

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

e.g

100% target with a 15% weighting

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

98% target with a 25% weighting

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

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

The overall target is 98.5%

>98.5% = 10

95.5 – 98.5% = 8

92.5 – 95.5% = 6

89.5 – 92.5% = 4

86.5 - 89.5% = 2

<86.5% = 0

HWTC PI 9 - Gully Maintenance

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

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

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

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

Point Scale

>95% = 10
90-95% = 8
80-90% = 6
75-80% = 4
70-75% = 2
<70% = 0

HWTC PI 10- Winter/Summer Maintenance

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

Winter Maintenance

Precautionary Salting

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

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

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

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

Summer Maintenance

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

Rural Mowing, Urban Mowing

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

The anticipated two cut dates will be:

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

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

The anticipated three cut dates will be:

Cut one – Start on last week last week of April and be completed within five weeks.

Cut two – Start on third week of June and be completed within five weeks.

Cut three - Start on first week of September and be completed within five weeks.

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

Weed Control

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

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

Winter (Oct-Mar)

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

100% = 10

>98% = 8

>95% = 6

>92% = 4 >90% = 2

<90% = 0

Summer (April - September)

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

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

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

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

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

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

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

Professional Services Partnership PIs

PSP PI 1 - Compliance with Tendered Quality Statements

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

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

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

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

7 achieved = 4

6 achieved = 2

Less than 6 = 0

PSP PI 2 - Continuous Improvement and Innovation

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

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

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

Each example and/or case study outlines:

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

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

>20 = 10

17- 19 = 8

14 - 16 = 6

11 - 13 = 4

$$8 - 10 = 2$$
$$< 8 = 0$$

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

The scoring for Year 2

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

PSP PI 3 - Accuracy of Task Order Price Proposal

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

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

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

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

Each Task Order completed in the quarter adds to this measure

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

Method of Calculation

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

Interpretation

Value of PI=

100%; Out-turn costs equal agreed price.

Greater than 100%; Out-Turn costs less than agreed price.

Less than 100%; Out-turn cost greater than agreed price.

Each design is then scored -

>150%=0

125-150%=2

111-125%= 4

101-110%=6

90-100%=10

80-89%=8

75-79%=6

55-75%= 4

<55%=2

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

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

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

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

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

Any agreed changes to the task are taken into account.

Each Task Order completed in the quarter adds to this measure

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

Method of Calculation

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

Interpretation

Value of PI=

100%; Work completed on agreed date.

Greater than 100%;- Work completed after agreed date

Less than 100%;- Work completed before agreed date

Each design work is then scored -

>150%=0

125-150%=2

110-125%= 4

100-110%=6

90-100%=10

<90%=8

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

PSP PI 5 - Overall Performance of Design and Supervision

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

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

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

Each project completed in the quarter adds to this measure

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

Method of Calculation

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

Interpretation

Value of PI=

100%; Out-turn cost is equal to the awarded tender value.

Greater than 100%; Out-turn cost less than the awarded tender value.

Less than 100%; Out-turn cost greater than the awarded tender value.

Each project is then scored -

>135%=0

130-135% =2

125-130%= 4

120-125%=6

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

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

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

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

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

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

Each awarded tender in the quarter adds to this measure.

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

Method of Calculation

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

Interpretation

Value of PI=

100%; Pre-Tender Works Cost Estimate equal to Assessed Tender Value.

Greater than 100%; Pre-Tender Works Cost Estimate less than Assessed Tender Value.

Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.

Each construction work is then scored -

>135%=0
130-135%=2
125-130%= 4
120-125%=6
115-120%=8
85-115%=10

80-85%=8
75-80%=6
70-75%= 4
65-70%=2
<65%=0

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

PSP PI 7 - Contract Notifications Processed within Required Timescales.

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

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

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

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

Contract Notifications processed within required timescales

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

PSP PI 8 - Client Satisfaction of Design Service

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

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

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

Score		
Excellent	Totally satisfied. Excellent service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

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

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

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

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

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

Each questionnaire is scored for the Design Service as follows -

Total score of questions answered.
Number of questions answered.

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

Total of average scores from questionnaires
Total number of questionnaires

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

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

PSP PI 9 - Continuity of Key Staff

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

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

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

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

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

PSP PI 10 - Time Taken to Fill a Vacancy

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

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

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

Method of Calculation

Vacancies filled in 3 months (A)

Total Vacancies (B)

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

Scoring

$$>90\% = 10$$

$$80 - 90\% = 8$$

$$70 - 80\% = 6$$

$$60 - 70\% = 4$$

$$50 - 60\% = 2$$

$$<50\% = 0$$

Traffic Signals Term Contract

TSTC PI 1 - Compliance with Tendered Quality Statements

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

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

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

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

7 achieved = 4

6 achieved = 2

Less than 6 = 0

TSTC PI 2 - Weekly Works Planning

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

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

The requirement is as follows: -

Planned whereabouts of Engineers – to be submitted weekly

Relevant Dashboard Checks – to be carried out weekly

Lincolnshire County Council purchased stock Inventory – to be submitted monthly

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

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

Each data report is of equal value to the Client.

Points Scale

29 = 10

28 = 8

27 = 6

26 = 4

25 = 2

Less than 25 = 0

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

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

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

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

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

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

0 = 10

1 = 6

2 = 4 (Minimum Performance Level)

>2 = 0

TSTC PI 4 - Number of Faults Cleared within Contract Timescales

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

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

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

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

99 - 100% = 10

98.5 - 99% = 8

98.0 - 98.5% = 6

97.5 - 98.0% = 5

97.0 - 97.5% = 4

96.5 - 97.0% = 3

96.0 - 96.5% = 2

95.5 - 96.0% = 1

Less than 95.5% = 0

TSTC PI 5 - Percentage Task Orders Completed on Time

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

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

This measure does not include reactive works.

Measured by the Term Maintenance Management System.

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

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

99 - 100% = 10

98 - 99% = 8

95 - 98% = 6

92 - 95% = 4

88 - 90% = 2

Less than 88% = 0

TSTC PI 6 - Percentage Task Orders completed free of remedial works

This indicator is designed to measure the amount of tasks completed without the need to return for remedial works.

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

Measures by the Term Maintenance Contract Management System and Contractor

Ideally by monitoring this aspect, there will be an improvement in the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

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

99 - 100% = 10

96 - 99% = 8

93 - 96% = 6

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

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

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

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

Points Scale

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 - 97% = 4

95 - 96% = 2

Less than 95% = 0

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

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

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

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

The target is for 99% of Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

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

Points Scale

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 - 97% = 4

95 - 96% = 2

Less than 95% = 0

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

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

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

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

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

The targets will be set as follows -

- Q1 – 25% completed
- Q2 – 50% completed
- Q3 – 75% completed
- Q4 – 100% completed

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

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

Behind target = 4

Q4

100% Inspections completed = 10

Less than 100% = 0

TSTC PI 10 - Signal optic failures

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

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

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

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

Points Scale

Total quarterly occurrences 30 or less = 10

31 – 33 = 8

34 – 36 = 6

37 - 39 = 4

40 - 42 = 2

> 43 = 0

Client PIs

Client PI 1- Client scheme proposals

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

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

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

An Annual Plan should be submitted to the Service Manager for acceptance by 30th November each year for the follow year.

In order for this date to be achieved the Client is required to deliver a list of scheme proposals by 30th September each year.

Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30th November = 3

Later than 30th November = 0

Client PI 2 - Variation from Annual Plan spend profile

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

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

There are eight budgets that add to this measure.

Surfacing and Patching

Surface Dressing

Reactive Works

Minor Works

Cyclical Works

Structures

Street Lighting

Traffic Signals

Each area is weighted equally within the overall score.

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

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

The scores are then averaged to get an overall score

Points scale -

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

Client PI 3 - Client Enquiry Response Times

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

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

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

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

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

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

Points Scale

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

Client PI 4 - Early Contractor Involvement

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

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

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

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

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

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

Client PI 5 - Value of Compensation Events versus Targets.

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

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

This is measured by the Term Maintenance Contract Management System.

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

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

Quarterly the score will reflect the year to date variation.

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

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

Points Scale

>0% improvement = 2

Example 1

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

Example 2

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

Client PI 6 - Total Rejected Orders

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

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

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

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

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

Client PI 7- Contract Notifications processed within required timescales.

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

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

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

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

Points Scale

Contract Notifications processed within required timescales

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

Client PI 8 - Percentage of abortive works

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

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

Each scheme is weighted equally within the overall score.

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

B

Points scale –

>99% = 10
>98% = 8
>97% = 6
>96% = 4
>95% = 2
<95% = 0

Client PI 9 - Highways Inspections Completed

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

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

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

+

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

100% = 10
>97% = 8
>94% = 6
>91% = 4
>88% = 2
<88% = 0

Client PI 10 - Value for Money

All Client Team are assessed annually to establish if Lincolnshire County Council considers them to be cost-effective. The focus is on -

Economy – Spending Less

Efficiency – Spending Well

Effectiveness – Spending Wisely

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

The teams in question are -

Asset Management

Highway Network Management

Infrastructure Commissioning

Lincs Laboratory

Network Resilience

Streetwork Permitting

Technical Services Partnership

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

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

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

The target is for this average to improve each year.

Points Scale

>0% improvement = 10

-1% to -0.01% = 8

-2% to -1.01% = 6

-3% to -2.01% = 4

-4% to -3.01% = 2

<-4% = 0

Alliance KPIs

Alliance KPI 1 - Asset Management Strategy

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

The purpose of this Asset Management Strategy (AMS) is to:
Formalise strategies for investment in key highway asset groups
Define affordable service standards
Improve how the highway assets are managed
Enable a more effective and efficient highways service to be delivered

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

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

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

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

Points Scale

≥0% improvement = 10
-0.5% to -0.01% = 8
-1% to -0.51% = 6
-1.5% to -1.01% = 4
-3% to -1.51% = 2
<-3% = 0

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

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

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

To measure the performance of all parties in effectively programming and delivering works. To this end the Annual Plan must be agreed and a degree of ownership for each

member of the alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the alliance.

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

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

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

Points scale -

Having an Annual Plan agreed by -

By 30th November = 3

By 31st December = 2

By 31st January = 1

Later than 31st January = 0

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

Points Scale >95% = 7

90% to 94.9% = 6

85% to 89.9% = 5

80% to 84.9% = 4

75% to 79.9% = 3

70% to 74.9% = 2

65% to 69.9% = 1

<65% = 0

Alliance KPI 3 - Minimising disruption to the public

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

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

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

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

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

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

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

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

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

Alliance KPI 4 - Building Social Value

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

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

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

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

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

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

Each of the alliance Partners will be scored as follows .

Points Scales - Construction Supply Chain Payment Charter

100% of Invoices paid within 30 days= 2

90 -100% paid within 30 days = 1

Below 90% = 0

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

Level Maintained or Improved = 4

1% to 0.01% below = 3

2% to 1.01% below = 2

3% to 2.01% below = 1

<3% below= 0

Points Scales - Locally Based Suppliers

Level Maintained or Improved = 4

1% to 0.01% below = 3

2% to 1.01% below = 2

3% to 2.01% below = 1

<3% below= 0

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

Alliance KPI 5 - Satisfaction with the Condition of the Highway

To directly measure a continual improvement in the perception of the people of Lincolnshire in their highway network.

This measure is designed to capture all elements of the work of the alliance by using the Overall Satisfaction indicator.

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

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

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

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

Accessibility – 10%

Walking & Cycling – 10%

Tackling Congestion – 10%

Road Safety – 10%

Highway Maintenance – 60%

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

Points Scale

>0% improvement = 10
-0.5% to -0.01% = 8
-1% to -0.51% = 6
-1.5% to -1.01% = 4
-3% to -1.51% = 2
<-3% = 0

Alliance KPI 6 - Efficiency of Spend

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

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

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

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

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

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

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

Points Scale >95% = 10
90% to 95% = 8
85% to 90% = 6
80% to 85% = 4
75% to 80% = 2
<75% = 0

Alliance KPI 7 - Net Positive Press Coverage

This indicator is designed to gauge the public satisfaction with the service provided by the alliance.

By capturing the positive press coverage of those areas impacted by the Highway alliance, it is possible to target the areas which have significant impact on the perception of the Highway Service for all parties in the alliance and gauge the positive impact the alliance is having for the people of Lincolnshire.

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

Data provided directly from Press Team

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

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

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

Alliance KPI 8 - Alliance Satisfaction Scoring

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

- Delivery: Consistency and Effective
- Systems and processes
- Continuous improvement
- Consistent communications and direction
- Challenge
- Reputation
- Alliance Behaviours

Returned scores are entered into excel spreadsheet to give average client score, an average Partner score and an average alliance score

Baseline scores are currently set as 6.5.

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

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

Alliance KPI 9 - Reduction in Carbon Emissions and Waste

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

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

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

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

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

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

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

Part A

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

For example

Budget = £40 million

Tonnes of CO2 = 1000£ per kg = £40

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

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

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

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

>£39 = 5

>£38 = 4

>£37 = 3

>£36 = 2

>£35 = 1

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

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

Points scale

- >On track or better = 5
- 1.5% - 2% improvement = 4
- 1% - 1.5 % improvement = 3
- 0.5% - 1% improvement = 2
- 0%- 0.5% = 1
- Up to 1% increase in carbon = 0
- Over 1% increase in carbon = -1

Part B

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

Denominator = Total tonnage of waste (Y)

X = % of waste recycled/Reused

Y

X(1) = % of waste reused within contract

Y

Points scale: 98% to 100% = 5pts

96% to 98% = 4pts

94% to 96% = 3pts

92% to 94% = 2pts

90% to 92% = 1pts

Indicator Reference: Alliance KPI 10

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

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

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

95 to 100%=10

85 to 94 = 7

75 to 84%=2

> 75% =0

Additionally this indicator is designed to measure the number of RIDDOR reportable accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur, 1 point per incident.

Highways Complaints Report

Quarter 4

2022/23

April 2023

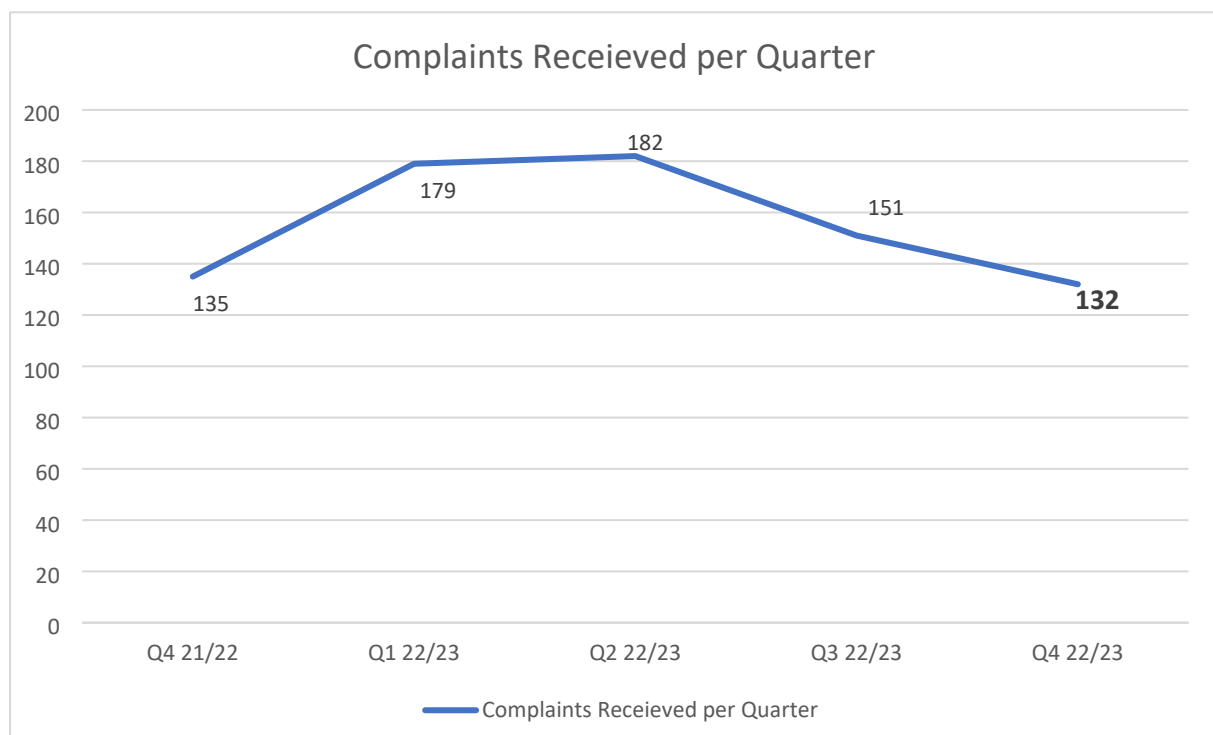
Introduction

The following report is a summary of findings from the complaints raised in the 4th Quarter of 2022/2023 for Highways. Details on any common themes within complaints and overall figures for numbers received and the 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

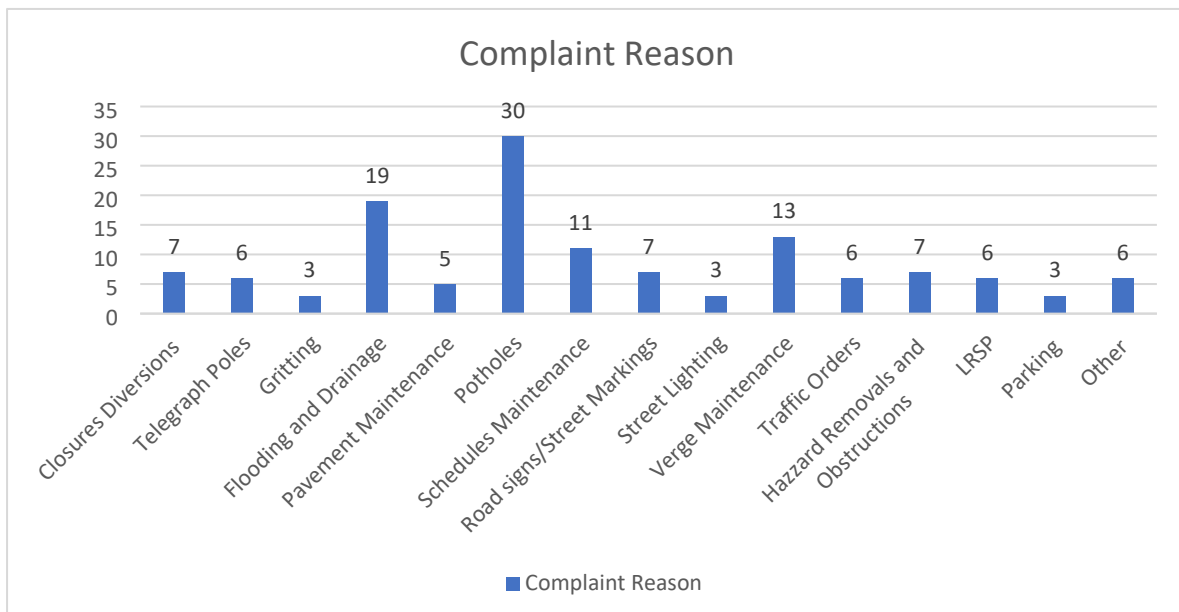
Lincolnshire County Council received a total of 23,792, with 12,739 Fix my street reports, 8,778 CSC Calls and 2,089 CSC emails for the Highways Department. With the Customer Relations Team receiving a total of 186 contacts in the fourth quarter of 2022/2023, from individuals wishing to give feedback, report issues or complain about various services. Out of these 186 contacts, 132 entered the formal complaints process, this equates to 71% of all contacts received. The remainder were resolved informally through early resolution. The number of complaints entering the formal process has decreased by 11% this quarter in comparison to the previous quarter and has decreased by 2% in comparison to the same quarter as last year.



Of the 132 complaints formally investigated, 6 cases were escalated to the next stage of the complaints process and required further investigation.

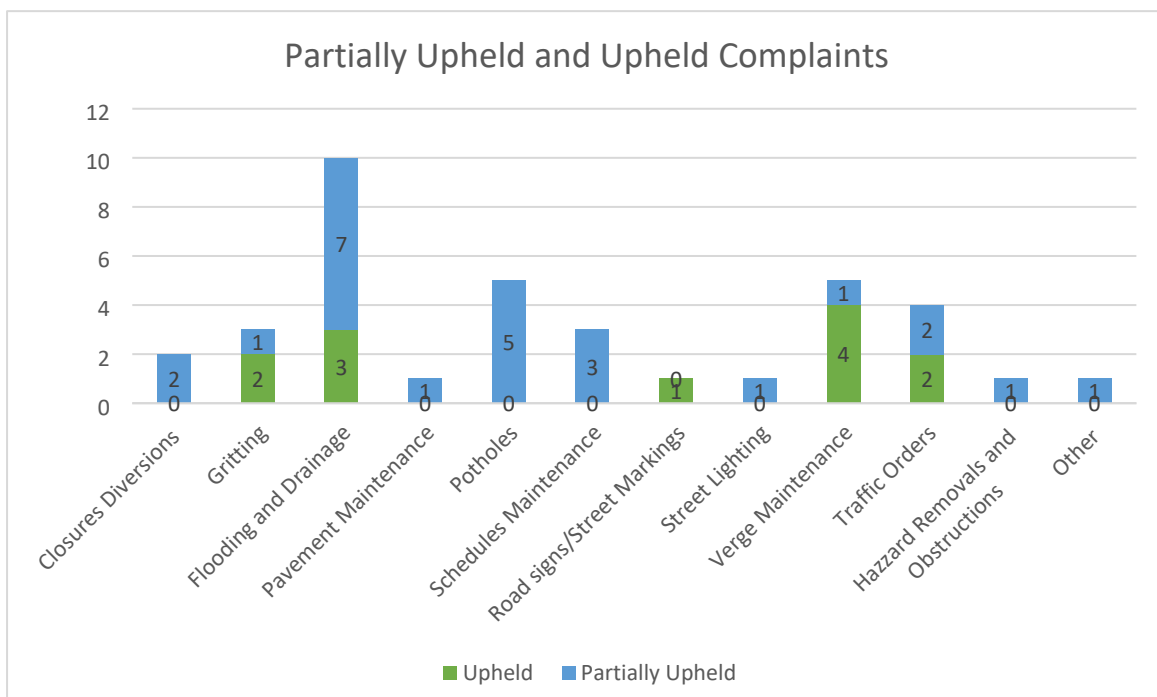
3 cases were partially upheld, whilst the other 3 cases resulted in no fault being identified. Given the significant volume of enquiries/contacts that teams in this area received in the quarter, the receipt of 132 complaints with an escalation of 4.5% of cases, reflects the positive work being done on receipt of addressing the concerns raised. The positive approach in providing thorough responses and suitable remedy, where appropriate, whilst

remaining in line with the Local Government Ombudsman (LGO) resulted in no cases raised where the LGO investigation resulted in further action being required from the Local Authority.



The following shows the areas in which complaints were either fully or partially upheld, out of 132 cases, 37 were partially upheld or fully upheld;

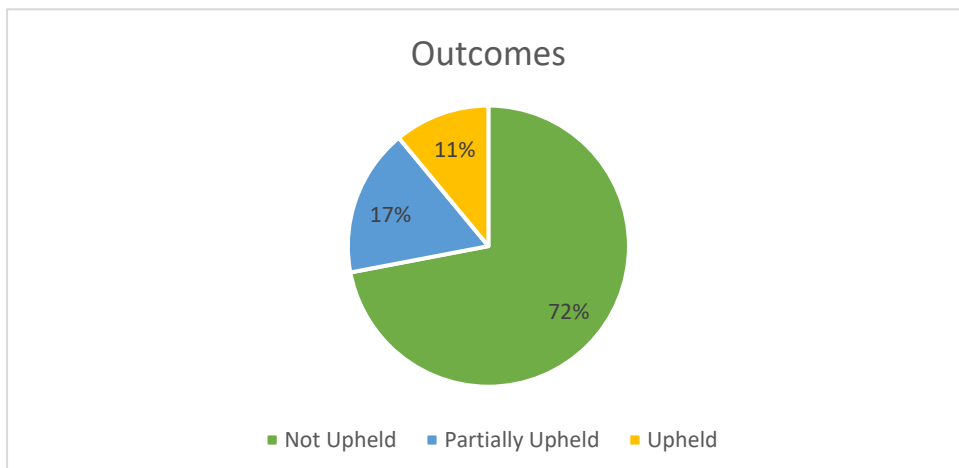
As evident, the highest concern from the public is the need to repair road defects. The main cause of this is the public’s perception that the need to repair is greater than agreed with the intervention levels within our HIAMP.



We have seen a distinctive high number of concerns for flooding and drainage upheld/partially upheld cases from last quarter, with a range of concerns that were noted

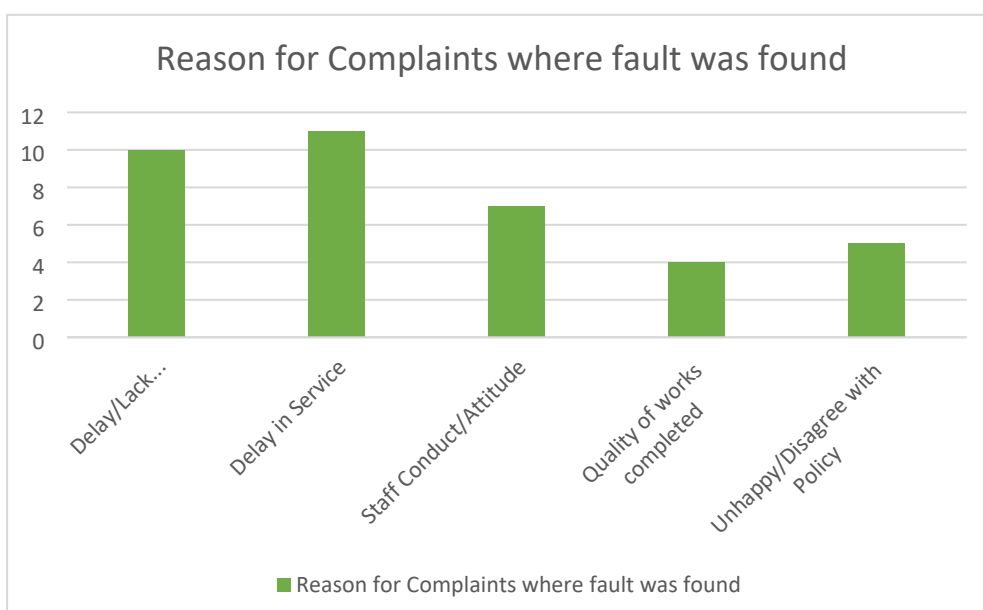
where service failed. These include complex issues causing delays in resolving blocked gullies, checks of rectification work that were not carried out which would have identified defects and communication not satisfactory addressed through FMS updates. Due to the time of year we expect to see a higher number of flooding and drainage concerns due to the inclement weather, and this has also led to the increase of gritting concerns.

The following chart shows an overall breakdown of the outcomes of complaints. Whilst the numbers of concerns being reported are lower, the percentage breakdown of outcomes of complaints not upheld in comparison to previous quarters has shown to remain the same as the previous quarter. Of the 132 complaints, 95 complaints identified no service failure.



Partially and Fully Upheld Complaints

The following shows a breakdown of the main reasons for complaints received where the Council agreed that the service provided was not to the standard expected and, as such, resulted in an outcome of upheld or partially upheld;



Summary

This is the second quarter in a row where we have seen a decrease in formal complaints raised. It is also positive that with a steady receipt of stage 1 complaints we have seen no increase in complaints being upheld and partially upheld.

There has been an increase in contacts from the public regarding the installation of telegraph poles and broadband infrastructure, initially in Lincoln and then Louth. Complaints solely in relation to this have been discounted from this report as Lincolnshire County Council does not hold any power to prevent the placement of poles. Lincolnshire County Council, as Highway Authority do however review locations from a highway safety perspective, in which, we do consider pole positioning and the aesthetics being as considerate as possible. Any complaints in relation to Lincolnshire's service delivery has been included.

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Appendix C 2023-24 Service Level Performance Indicators

Scrutiny Committee: Highways & Transport (4)					
PI Number	Performance Indicator	Directorate	If this PI is reported in Corporate Plan, PI number is given	Targets	
				2022-23 Q4 Outturn	2023-24 target
Service Area: N/A					
PI 84	Condition of Principal roads (Targeted)	Place	PI 29	2% (Target 3%) Smaller is better	3%
PI 85	Condition of Non Principal roads (Targeted)	Place	PI 29	6% (Target 7%) Smaller is better	7%
PI 86	Condition of Unclassified roads (Targeted)	Place	PI 29	26% (Target 27%) Smaller is better	26%
PI 108	Public Satisfaction with Highways and Transport Services (Targeted)	Place	no	Q3 46% (Target 52%)	52% <i>Approval pending</i>

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

Report to: **Highways and Transport Scrutiny Committee**

Date: **17 July 2023**

Subject: **Highways Major Project Update Report**

Summary:

This report outlines an update on progress of the Highways Major Projects.

Actions Required:

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

1.0 Background

1.1 In previous reporting the highway major projects have been included in the overall highway performance report. It was felt that as there are numerous queries relating to the major project programme it would be advantageous to have a separate report, therefore this report is the first one to updates the committee to the progress of highway major projects.

2.0 Completed Projects

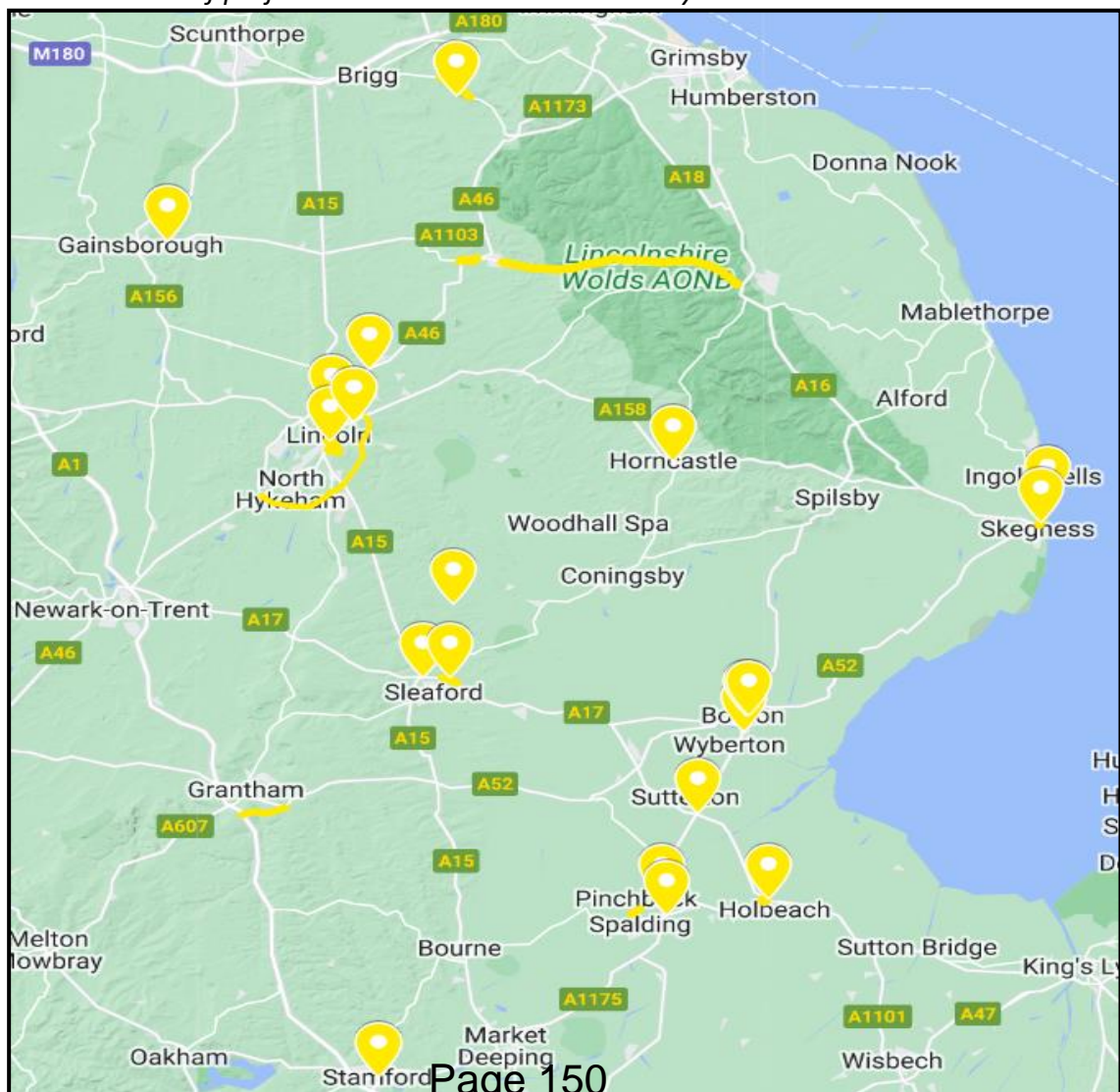
2.1 As this is the first report, it felt appropriate to reflect on the major projects that LCC have completed on the last 6 years.

Table 1 –Major Highway Projects Delivered or are being Delivered

Project Name	Construction Commenced
Peppermint Junction, Holbeach	2017
Lincoln Eastern Bypass	2017
Sutterton Roundabout	2017
Bunkers Hill - Drainage and Highway Improvement, Lincoln	2017
A17 Sleaford Embankment Slip	2017
Wolsey Way, Wragby Road Improvements, Lincoln	2018
Middle Rasen Surface Water Flood Alleviation	2018
Horncastle ULA Improvement Package	2018
Riseholme Road Roundabout, Lincoln	2020

Project Name	Construction Commenced
Rugby Club Junction, Sleaford	2020
Corringham Road Junction Signalisation, Gainsborough	2020
A52 Roman Bank, Skegness	2020
Welton/Dunholme Roundabout	2020
Safer Road Bid - A631 Corridor	2020
Digby Surface Water Flood Alleviation	2020
Grantham Southern Relief Road – Phase 3	2021
Spalding Western Relief Road – Section 5	2021
Holdingham Roundabout Signalisation, Sleaford	2021
Safer Road Bid - A1084 Corridor	2021
Red Lion Square	2022
Dolphin Lane	2023
Boston Marsh Lane Roundabout	2023
Boston Active Travel	2023
Springfield Road Roundabout	2023
Spalding Active Travel	2023
Greencell Roundabout	2024
North Hykeham Relief Road	2025

Plan 1 – Location of project distribution across the county



2.2 Example Delivered Projects

Riseholme Road Roundabout – Before and After



A46 Dunholme/Welton Roundabout – Before and After



Holdingham Roundabout – Before and After



3.0 Live Project Update

3.1 Grantham Southern Relief Road

Phase 1 from the B1174 running towards the A1 was completed 2016.

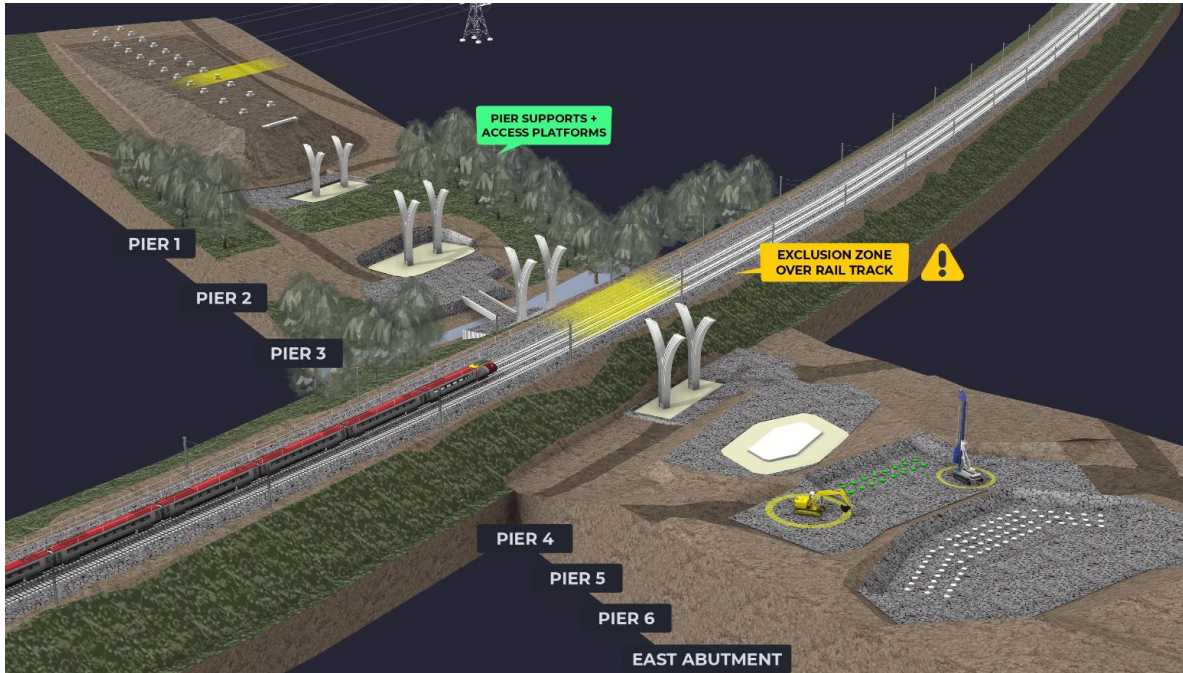
Phase 2 which is the new graded separated junction on to the A1 was completed 2022.

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 much of the project has progressed well with sections already open. There have however been issues with the viaduct design with regards piling and embankment stability. As a result, the bridge has been lengthened approximate 70m towards the East to avoid the area where the poor ground is situated. This has resulted in project delay, pushing the completion to 2025. The project will also incur significant cost increases which are being developed in conjunction with the design solution. A full investigation is under way to understand how this has occurred and where the liability rests. Notwithstanding, the bridge has progressed with the pier foundations completed and the piers themselves installed. Piling works for the extended bridge have also now commenced. Works are now progressing towards the next milestone which will be the installation of the beams linking the piers in Winter 2023 going through to Spring/Summer 2024.

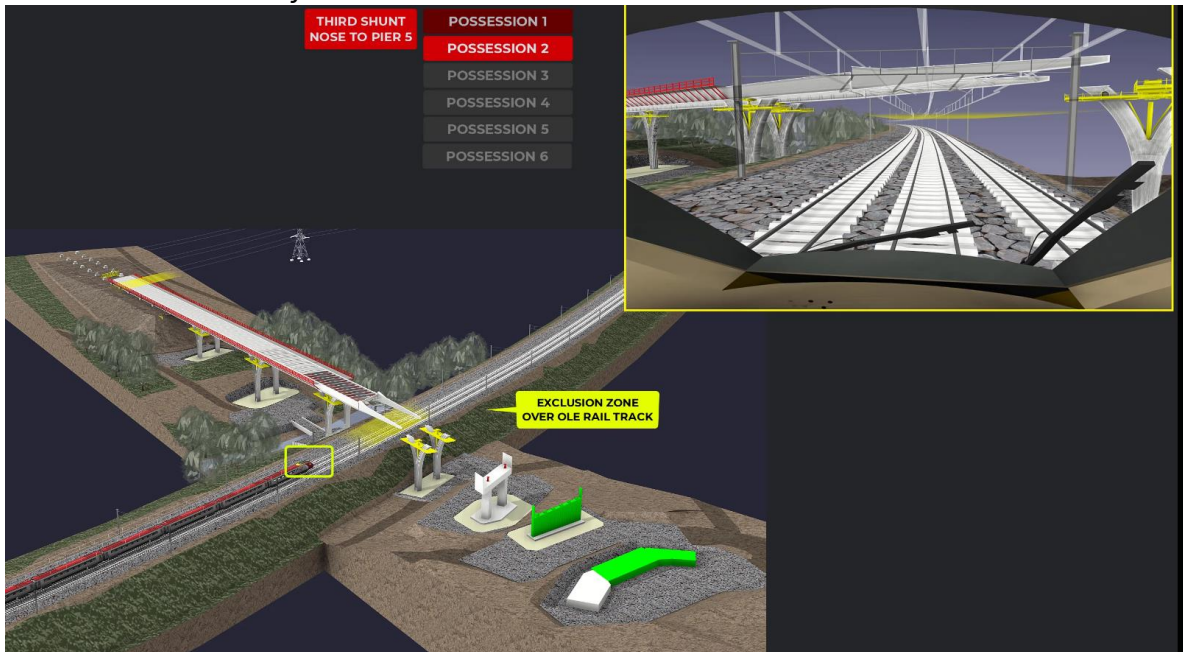
GSRR – Viaduct Piers Installed



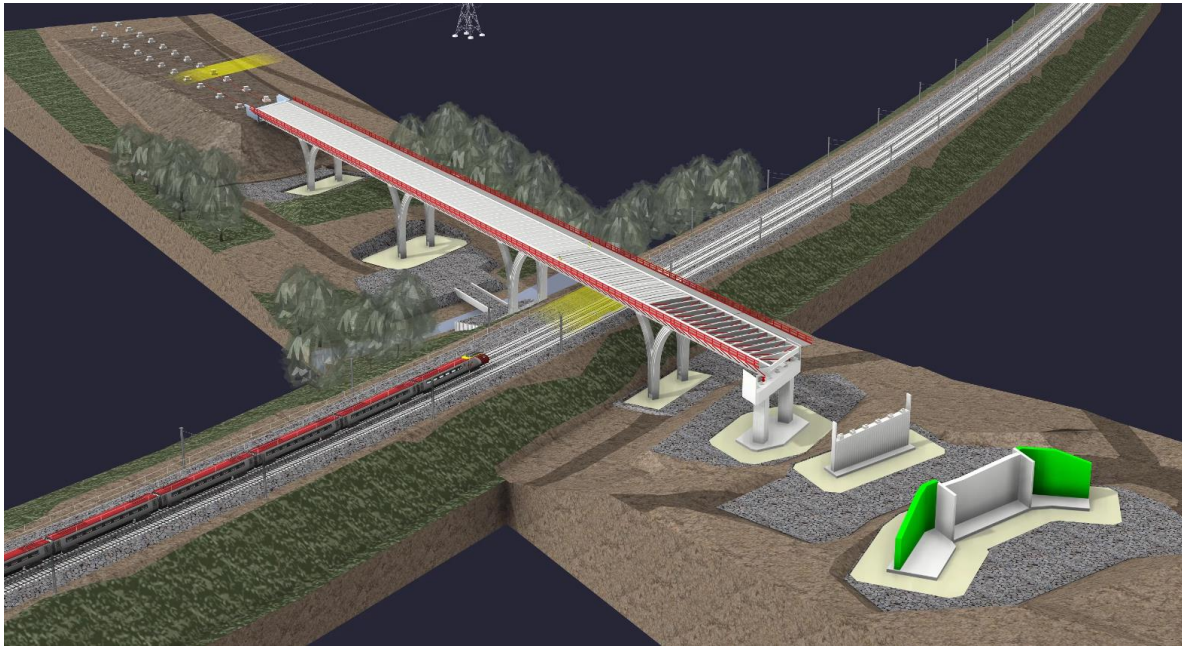
GSRR – Visualisation of Viaduct Installation 1



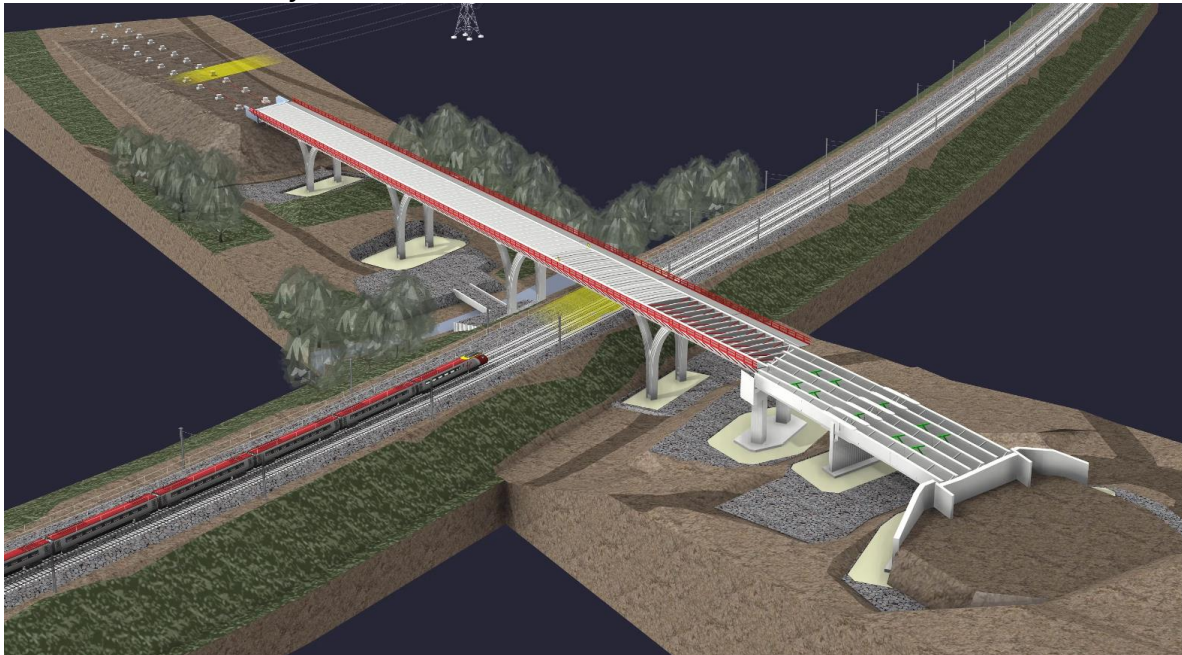
GSRR – Visualisation of Viaduct Installation 2



GSRR – Visualisation of Viaduct Installation 3



GSRR – Visualisation of Viaduct Installation 4



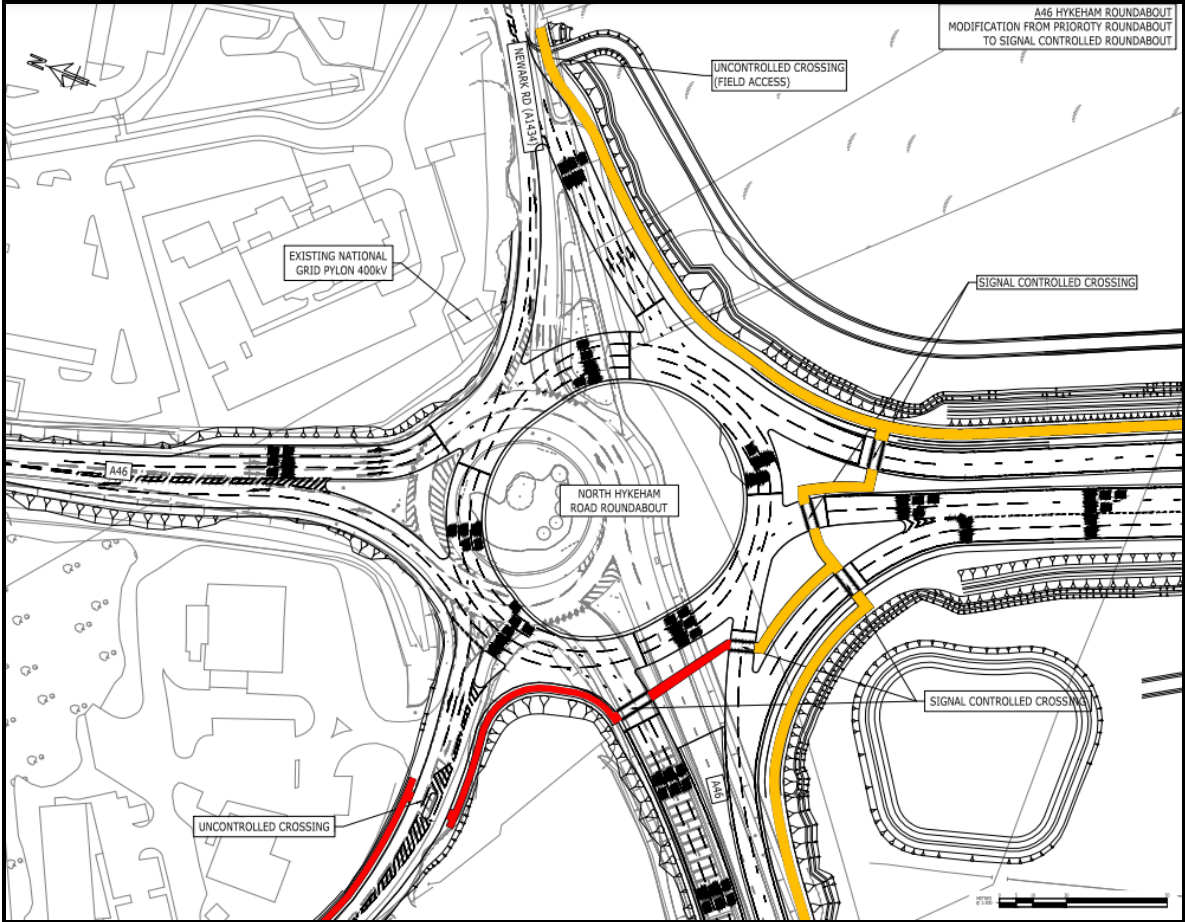
3.2 North Hykeham Relief Road

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 Lincolnshire County Council (LCC) was informed that the project had achieved programme entry approval from the Department for Transport (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 5th of April 2022 who in turn appointed a design consultant, Ramboll. The project has recently completed the majority of data acquisition and preliminary design in advance of a planning application being submitted in October 2023. An initial public engagement event took place September 2022 to ensure the public are informed on progress and to gain their views on progress being made. There have been two further engagement events in March and June 2023. Feedback has been generally positive with good comments received about how the project team have listened and enacted some changes based on the public's opinions. Intrusive Geophysical, Ground Investigation and Ecology surveys are completed which has allowed the team to model the environmental impact and pose mitigation, such as bunding, landscaping, etc. These elements were shared with the public and the June engagement event. The next milestone is to present the project to the Executive for a key decision which will allow a planning application to be submitted October 2023.

NHRR – Proposed Layout of North Hykeham Roundabout



NHRR – Visualisation of Proposed Layout of North Hykeham Roundabout



3.3 Spalding Western Relief Road (SWRR)

Section 5 (Northern Connection) – In February 2018 South Holland District Council in collaboration with LCC were successful in securing £12 million from the HCA for delivering this section of the SWRR. Since then, a further £8.13 million has been sourced from the HCA.

Works commenced in January 2022 with the construction of the two piling platforms to allow the c1600 number piles to be installed to support the bridge over the rail line. These piles are now complete and so are the pile caps. In addition, the new roundabout on Spalding Road is complete and open to traffic. The works have now moved on to the bridge foundations and installation of the vertical light weight fill embankment. Works are programmed to be completed Summer 2024.

SWRR – Aerial Progress Photo in May 2023



3.4 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 poor/very poor 'Benefit to Cost Ratio' score meaning that it's unlikely to attract third party funding should a funding opportunity be presented.

A feasibility of an Orby bypass has been completed indicating a very poor 'Benefit to Cost Ratio' score meaning that it's unlikely to attract third party funding should a funding opportunity be presented.

3.5 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 – *Now removed, see below.*
- A16 Marsh Lane Roundabout
- Boston Active travel scheme
- Spalding Active travel scheme

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.

There were concerns raised from the local community regarding the development of the Kirton signalised junction. A public meeting was held in July where the project team attended to answer questions and took away a large quantity of views and thoughts for the form of the proposed scheme. Following this meeting discussions have been ongoing with the DfT and recently they have announced

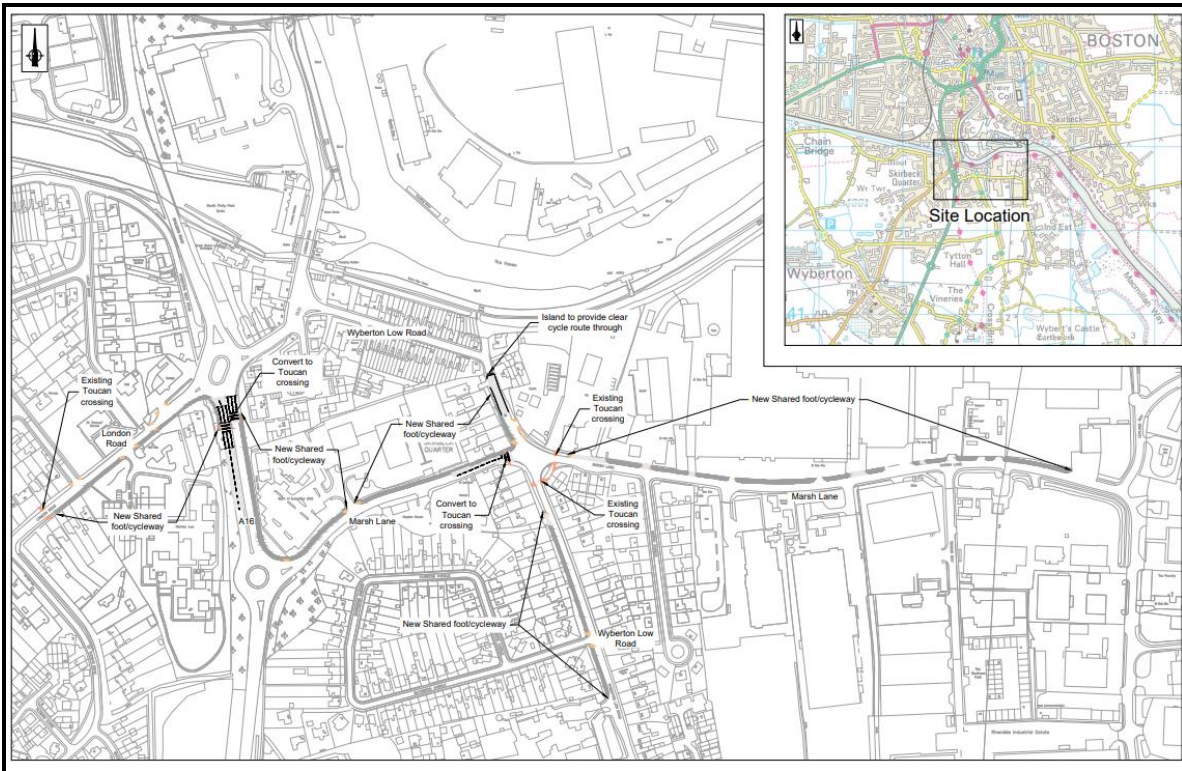
that they are content with the removal of this scheme from the programme and to use those funds to offset the inflationary costs increases on the other five projects.

The first two projects, Marsh Lane roundabout and Boston Active Travel have commenced on site in May 2023 and are due to be complete by the end of the year.

Visualisation of Boston Marsh Lane Project

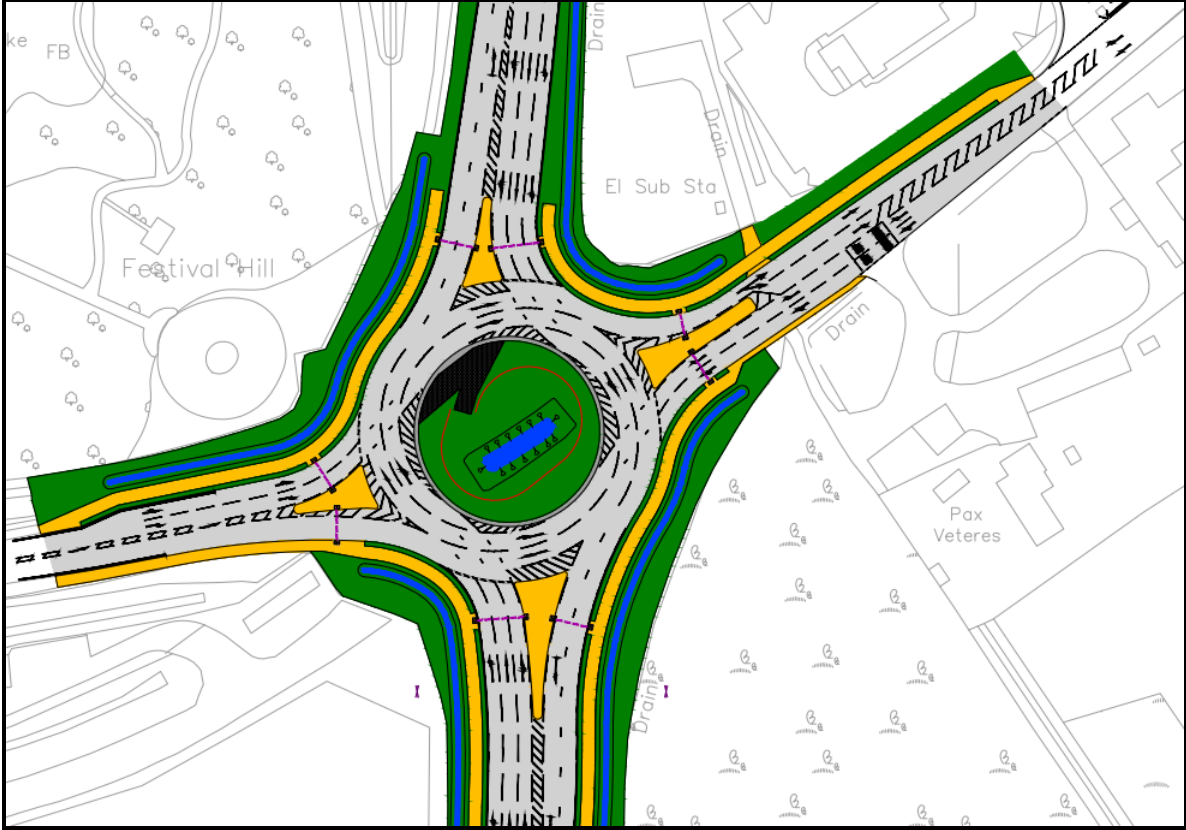


Boston Active Travel Project

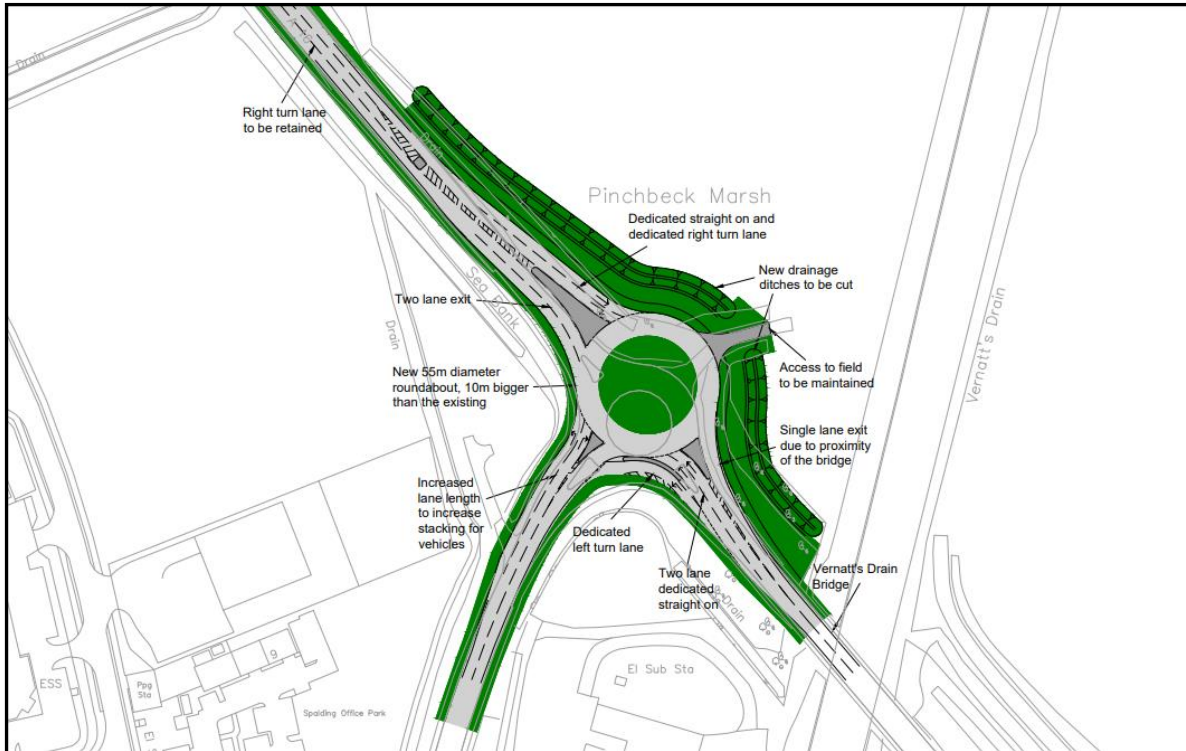


Springfield and Grencell roundabout received positive views from Highway and Scrutiny Committee in May 2023 and were presented to the Executive in June 2023 for a Key Decision. This decision was approved, and the project team are working towards commencing Springfield Road Roundabout in September/October 2023.

Springfield Road Roundabout Proposed Layout



Grencell Roundabout Proposed Layout



3.6 Grantham Future High Street Fund

South Kesteven District Council (SKDC) was successful with their Future High Street fund bid, which included two projects which impact the highway. These include Station Approach five arm junction and the Market Place. The Station Approach project entails improving the pedestrian facilities to make the flow of pedestrian movements coming from the station into Grantham town centre a more pleasing experience. At the moment it is very industrial, therefore the project will remove barriers, improve the form of the pedestrian islands, install conservation street furniture amongst some more general maintenance elements. The Market Place project will lift the existing carriageway stone setts, so they are the same level as the existing footway stone setts. This combined with the removal of street furniture will allow for more events to be held in the marketplace while not impacting the stability of the carriageway.

Both these projects are nearing the end of detailed design with the next stage being procurement and gaining approval from SKDC to underwrite the costs. These projects have recently been put on hold to allow time for SKDC to review their funding position.

It should be stressed that these are not County led projects and therefore the risks sit with SKDC.

3.7 Sincil Bank

The City of Lincoln was successful with their Towns Fund Bid, which included amongst other things Sincil Bank regeneration scheme. This project includes embedding a one-way system and residents parking facilities that will complement the potential residents parking Traffic regulation orders (TROs). The project also entails a significant sum of public realm improvement to enhance the town scape. There are concerns regarding the cost of the scheme compared to the budget allowance when factoring in the accelerated construction inflation that has occurred since the bid was successful. As such the team are preparing for the project to be split in phases so that the County can ensure the scheme does not go over the funds that the City of Lincoln have.

It should be stressed that this is not a County led project and therefore the risks sit with City of Lincoln Council (CoLC).

3.8 Dolphin Lane

This a joint funded project between LCC and Boston Borough Council which originated from the District's Heritage Lottery Fund. The project is a public realm scheme that improve the pavement to new stone setts that are in keeping with the surrounding environment. This will connect directly to the Market Place which has the same type of stone setts. Works started in May 2023 and are progressing well.

Dolphin Lane – Slab Installation



4. Conclusion

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

5. Consultation

a) Risks and Impact Analysis

N/A

6. Background Paper

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 Sam Edwards, Head of Highways Infrastructure and Laboratory Services who can be contacted on 01522 550328 or sam.edwards@lincolnshire.gov.uk.

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

Report to: **Highways and Transport Scrutiny Committee**

Date: **17 July 2023**

Subject: **Public Transport Annual Update**

Summary:

This report provides an annual update on Public Transport since the previous report considered by this Committee on 13 September 2021. The Committee receives separate reports on the performance of Transport Services and on Transport Connect Limited.

This report provides an update on the following public transport aspects:

- National Bus Strategy, Bus Service Improvement Plan (BSIP) and Enhanced Partnership
- Ongoing central funding for bus services and BSIP+
- The local public transport market
- Bus passenger travel update
- Callconnect services
- Bus Infrastructure and roadside information

Actions Required:

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

1. Background

1.1 National Bus Strategy, Bus Service Improvement Plan, and the Enhanced Partnership

1.1.1 The current national strategy for the funding of developing bus services, entitled Bus Service Improvement Plan (BSIP), requires Local Transport Authorities (LTAs) to commit to a statutory Enhanced Partnership (EP) with bus operators in order to bid for funding. Over the course of the last 18 months, we have met with operators to complete the process of having an EP plan and scheme in place.

1.1.2 The EP plan and Scheme was made on April 1st, 2023, and is a legal arrangement between the LTA and bus operators which sets out the obligations in order to advance bus services in the county. The table below sets out the core aims and obligations of the scheme, and full details of the scheme can be found here [Lincolnshire enhanced partnership scheme for buses](#).

Lincolnshire County Council (LCC) Obligations as the LTA	Bus Operator Obligations
Audit of bus stop infrastructure	Bus passenger charter
Maintain existing stops and bus lanes under LCC's responsibility	Ensure minimum vehicle standards of Euro 3 for all services
Consider feasibility of new bus stops/lanes	Lincolnshire Rover Ticket – first steps towards a multi-operator ticket
Bus priority measures at 1 or more junctions	Promote PlusBus, a joint rail and bus ticket
Managing roadworks effectively, including– engaging with operators	Provide Real time data when requested
Continue to manage online <i>Lincsbus.info</i> facility and roadside information	
Continue to manage online Fix My Street facility	
Run a communications campaign with bus operators targeting ENCTS (concessionary) passholders	
Promote PlusBus, a joint rail and bus ticket	

1.1.3 Throughout the process of making the EP, LCC has progressed many of the obligations set out in the document, including:

1.1.4

- Provided bus priority measures at 8 junctions.
- Audited all bus stop infrastructure in the county.
- Updated roadside information across 80% of the county, covering approximately 2,600 bus stops.
- Undertaken a countywide campaign to encourage England National Concessionary Travel Scheme (ENCTS) pass holders to use buses - this campaign has received recognition from the Department for Transport (DfT) and Transport Focus as an example of best practice.

1.1.4 The nature of the BSIP process requires us to update our plan annually with the next iteration of the document to be submitted to the DfT by October 31st, 2023. This updated plan responds to feedback given by the DfT on our original unsuccessful plan, streamlining the aims and objectives to focus on smaller, deliverable schemes with the emphasis being generating passenger growth through meaningful bus priority measures, improvements in bus infrastructure and bus service enhancements. The updated plan will be available for this committee at the next meeting.

1.2 Ongoing central funding for bus services and BSIP+

1.2.1 Since April 2020, central government have provided funding to bus services, both directly to bus operators and to LTAs to ensure bus services are viable, both

through and following the pandemic. Such funding packages have been short term in nature, covering 3-6 months at a time, as the industry adapted to the changing public transport needs brought about by COVID-19. Whilst this funding was vital, it has resulted in levels of instability within the industry and lead to bus services changing frequently to adapt to demand against the funding available. Ultimately, bus operators and LTAs are working in partnership to re-establish a sustainable public transport offer.

- 1.2.2 In May 2023, Government announced a two-year funding period entitled BSIP+, to support and develop bus services across the country. The focus of this funding is to support those authorities that were unsuccessful in gaining large amounts of BSIP funding, to enable them to work collaboratively with bus operators in sustaining and improving provision in their region.
- 1.2.3 Lincolnshire has received £2.1m BSIP+ funding for the financial year 2023/24. At this current time, the details and conditions of this funding are still being worked on by the DfT. We are engaging with bus operators to scope schemes that could utilize this funding, along the principles set out in the EP.

1.3 The local public transport market

- 1.3.1 The County Council supports 144 local bus services. Some services are contracted directly by the Council in their entirety (79 services currently) and others involve supporting specific parts of particular routes (65 currently through this arrangement, entitled 'de minimis'). Since July 2022, we have contracted an additional 2 routes compared to the previous year; both services were previously commercial, however the operator could no longer operate them on a financially viable basis. These services have been funded through a combination of utilizing grant support from the DfT and making best use of the Council's public transport budget to ensure that we meet our statutory duty for our residents.
- 1.3.2 In September 2022, by utilizing funding from the Government's Better bus Fund, The Council contracted for a much-improved Spalding into Town service. The Service was expanded from an hourly off peak (09:00-15:00) bus service to one that spans between 07:00-18:30 on a 45-minute frequency, taking in new locations such as Springfields, Morrisons & The Johnson Community Hospital.
- 1.3.3 Bus service delivery has improved in the last 12 months with operators seeing more drivers join and importantly remain in the industry. Residents are experiencing significantly less cancellations of services than in 2022 and the majority of operators are running 90% of scheduled milage, which puts it on a par with pre-covid provision levels.
- 1.3.4 Bus service revenue is supported by re-imburement to operators for the use of ENCTS pass holders on their services. This scheme ensures that bus operators are no better and no worse off for accepting bus passes, which provides the end user with free travel. During the financial year 2023/24, LCC provided reimbursement of this scheme at 100% of pre-covid levels. Such financial support provided a much-

needed level of stability for bus operators and allowed services to be planned, based on guaranteed funding over a 12-month period.

1.4 Bus passenger travel

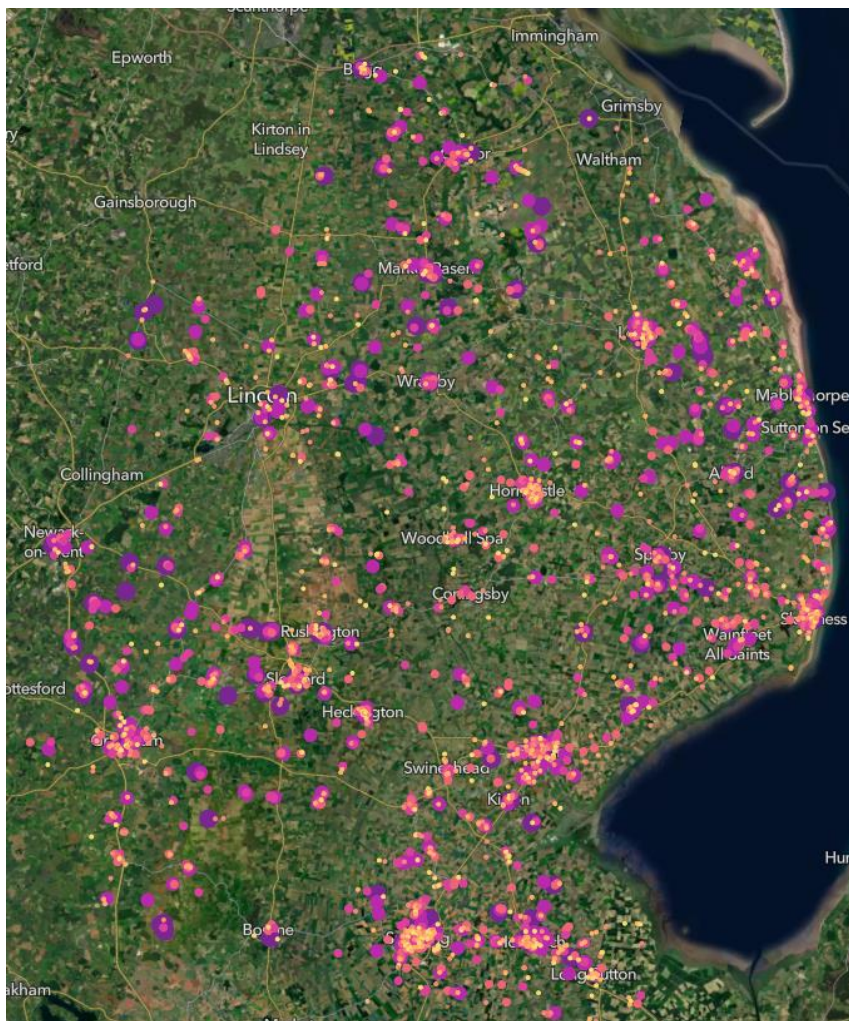
1.4.1 Government statistics show that in 2021/22, bus operators provided 10.1 million journeys in Lincolnshire compared to 4.2 million the previous year, an increase of 240%. The national picture saw passenger numbers improve on average by 194%, demonstrating that passengers returned to public transport in Lincolnshire better than most regions. Only 5 other regions saw higher growth in this period – Cornwall, Somerset, York, Bath, and East Riding. Whilst this shows a significant improvement on the previous year, it is still 3 million journeys short of pre-pandemic levels of 13.2 million journeys undertaken in 2018/19. Latest statistics for 2022/23 are yet to be published by the Government.

1.4.2 The Council’s marketing and engagement campaign with ENCTS pass holders, to encourage them to make greater use of public bus services, was undertaken in September 2022. In 2022/23, 2.9 million journeys were made using ENCTS passes, which is an increase of 600,000 journeys on the previous year, suggesting that our campaign has been successful, and this cohort of passengers are returning to utilize buses, following the pandemic. The graph below demonstrates ENCTS passenger trends over the past 3 years encompassing pre, during and post pandemic levels. There has been an upward trend of number of passengers travelling since June 2020 as the industry recovers, however May 2023 saw 57,000 ENCTS passengers travel compared to 75,000 in November 2019.

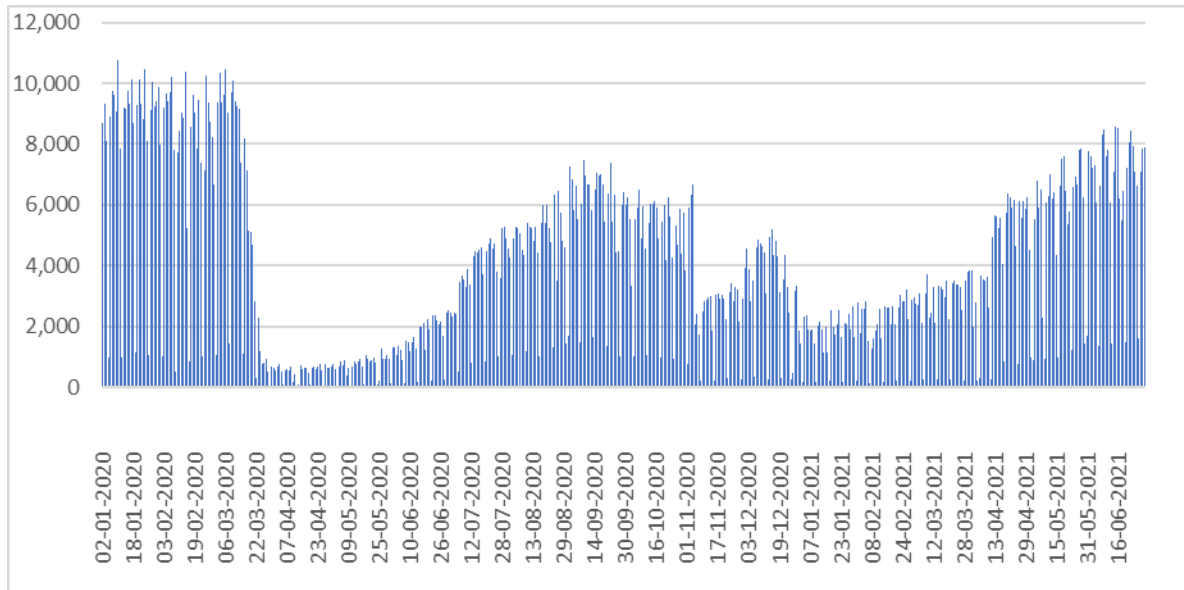


CallConnect services

1.4.3 Lincolnshire's Demand Responsive Transport (DRT) service, CallConnect has seen excellent levels of passengers returning to the service in the last 12 months across the 35 services in the county. On average, weekly patronage levels are at 98-99% of pre-covid levels, suggesting passengers have high levels of confidence in the service. Below is a heatmap of passenger usage of Callconnect for the calendar year 2022, and at time of producing this, the data for Gainsborough & Stamford is yet to be collated. The data below shows that the service is well utilized across the county and provides a much-needed transport option for those who live in our deep rural areas, where the commercial viability of other services is not viable for bus operators.



1.4.4 An app-based booking system was introduced as a trial on the Stamford area CallConnect services in September 2021, with a view to modernising the passenger experience. To date, approximately 45% of all bookings are now conducted through the app (VIA) showing good levels of channel shift from previous telephone-based booking. The underlying platform has also brought about a more adaptive scheduling and monitoring mechanism that has improved punctuality significantly over the past 18 months.



1.4.5 The app is now being rolled out across the county, with services in Gainsborough and the areas north of Lincoln recently moving over to the platform. This project is due to complete by the end of March 2024, when all DRT services will then sit on the modern digital platform, which will greatly enhance customer experience on CallConnect as well as creating more efficient administrative processes for the Council.

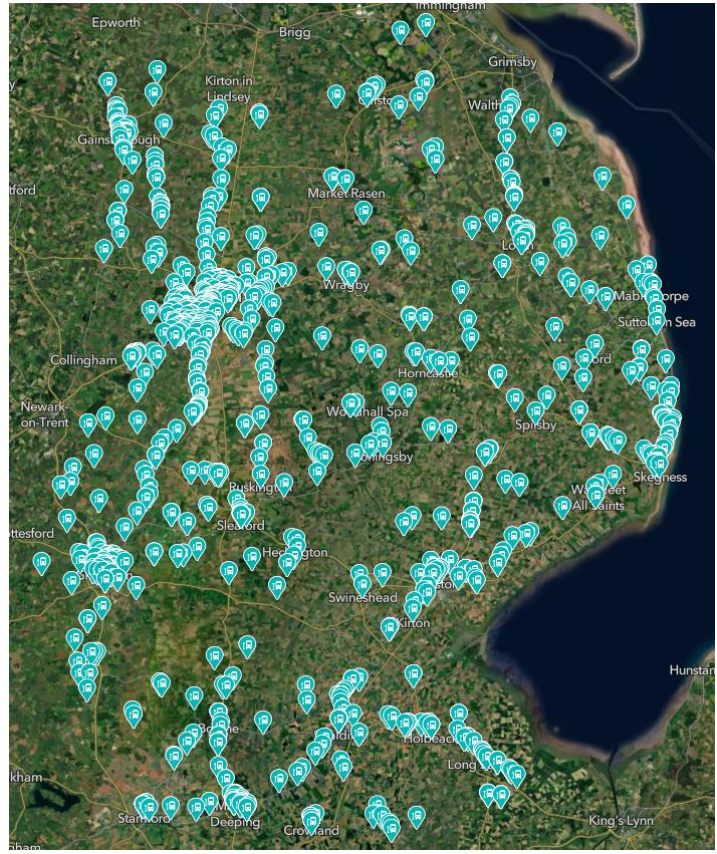
1.4.6 Lincolnshire’s Callconnect scheme has received high praise from the DfT in recent months following a visit from the department in April 2023. Colleagues from the DRT department within DfT were highly impressed with the scale and success Lincolnshire has achieved over the past 20 years and want to utilize our expertise to help steer guidance on best practice in delivering DRT in England.

1.5 Bus Infrastructure and roadside information

1.5.1 In Lincolnshire, all bus stops are the responsibility of the County Council. However, bus shelters and all associated infrastructure relating to bus stops, are treated differently. The County Council has responsibility for managing a number of bus shelters, usually on Interconnect routes, but others are the responsibility of the District/City/Borough or Town/Parish Councils.

1.5.2 LCC undertook an audit of bus stop infrastructure across the county. This data will form the basis of a review of our assets, to enable the identification of areas for improvement across the network, in order to enhance passenger experience on public transport.

1.5.3 The scale of assets that exist across the county is shown in the image below, demonstrating all the locations in the county where a bus stop exists, either through a pole, flag, or a bus shelter. In all there are 2500+ physical roadside assets in Lincolnshire



2. Conclusion

2.1 The Highways and Transport Scrutiny Committee is requested to consider and comment on the detail of the report and recommend any changes or actions to the Executive Member for Highways, Transport, and IT.

3. Consultation

a) Risks and Impact Analysis

The Transport Services risk register is regularly monitored and managed in accordance with the Council's approach to risk management. The two highest scored residual risks are the negative impact of operating costs and inflationary costs of bus and taxi operators, on the service budget; and the inability to recruit and retain employees.

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 Verity Druce, Head of Transport Services, who can be contacted on 07920 576612 or Verity.Druce@lincolnshire.gov.uk.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	17 July 2023
Subject:	Transport Quarter 4 Performance Report 2022/23

Summary:

The purpose of this report is to provide the Committee with a summary of performance for quarter 4 in relation to passenger transport and the Council’s Transport Services.

The Council’s integrated service contracts and manages passenger transport on behalf of the Place, Children’s Services and Adult Care Directorates and local bus transport – supported routes, fully funded fixed routes and demand responsive routes using the CallConnect service. Transport Services serves the people of Lincolnshire by enabling them to travel in order to access their requirements.

As a local transport authority, the Council has statutory obligations to provide educational travel and social care transport and to secure local bus services where none are provided commercially and which the Council determines socially necessary. Local bus services have been deregulated since the mid -1980s and as such bus companies can operate bus services on a commercial basis.

This report provides an update on the key priorities of Transport Services, which were highlighted in the previous report, including the Educational Travel Transformation Programme.

Actions Required:

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

1. Background

1.1 Overview of Lincolnshire’s Passenger Transport

- 1.1.1 The passenger transport industry continues to face numerous pressures, for both bus and taxi suppliers. The Council is finding taxi contract prices are starting to stabilise, but it is important to note they are not reducing. The national living wage increases took effect in April and driver shortages continue across the industry,

continuing the reduced resilience in operators' ability to respond to operational issues such as staff sickness.

- 1.1.2 The Council's passenger transport supplier market continues to grow, albeit slowly and only with new taxi operators choosing to work with the Council, as opposed to bus operators. We now have a total of 332 operators with whom we contract with through our dynamic purchasing system.
- 1.1.3 The Department for Transport (DfT) has recently announced an additional £300 million to support bus services from July 2023 until April 2025. £150 million will be provided between July 2023-April 2024 and £150 million between April 2024-April 2025. The £300 million will be allocated on the basis of £160 million for local transport authorities to improve fares, services and infrastructure, and £140 million going directly to operators to help protect essential services. From the Council's perspective, this results in £2.1 million of Bus Services Improvement Plan Plus Bus Service Improvement Plan (BSIP) + funding for this financial year, from a total of £80 million that is going directly to local transport authorities, focused on places that do not have large existing BSIP allocations. For Lincolnshire's bus operators, this funding replaces Bus Recovery Grant (BRG) funding which ended on 30 June 2023 and the allocation will be calculated based on fuel use and distance.
- 1.1.4 The DfT has also announced it will provide up to £200 million to continue capping single bus fares at £2 outside London until the end of October 2023 and then at £2.50 until 30 November 2024 – when the government will review their effectiveness and future bus fares. In Lincolnshire, 4 of the main bus operators have taken up this scheme and have indicated they will continue. The Council will also be implementing this scheme on its demand responsive CallConnect services.
- 1.1.5 Passenger numbers on the Councils CallConnect services remain stable at approximately 98-99% of pre-covid levels. Contextually, the majority of conventional bus services across the county are seeing patronage levels in the region of 75-85% of pre covid figures. This trend shows that confidence is high in the service, and it is well valued across all parts of the county.

1.2 Progress on Transport Services' Medium to Long Term Priorities

- 1.2.1 Transport Services is working on the following key priorities, in order to maximise opportunities, manage risks and in order to work towards establishing a Lincolnshire passenger transport strategy.
- 1.2.2 **Transport Services staff restructure** – The new service-wide staff structure went live on 1 February 2023, so is just over 5 months into being embedded. There remain underway some gradual transitions of roles and responsibilities, and overall, the structure is working well and is driving cross-service effectiveness. The second round of recruitment has proved more successful than the first round, filling 14 vacancies from a total of 24, leaving 10 vacant in operations. The leadership team is reviewing capacity needs to determine how we meet any urgent requirements and when the

third recruitment round will be initiated. One of the mechanisms that proved successful was the use of agency staff who then applied for permanent roles and were successful, using the Council's new agency recruitment contract and system. Whilst vacancy numbers remain relatively high, once all new staff are in post, the increased capacity levels will make a positive difference to service effectiveness.

1.2.3 Lincolnshire Enhanced Plan and Scheme, incorporating the BSIP – this is a collaborative partnership between bus operators and the Council, focused on stabilising and developing the county's bus services. The partnership group meets on a quarterly basis, and the focus is currently on agreeing a refreshed BSIP by the end of October. The draft BSIP is scheduled to be considered by this Committee at the next meeting.

1.2.4 Educational Travel Transformation Programme – the 3-year programme started in October 2021, with the initial focus on educational travel. Significant progress has been made on all of the transformation programme workstreams for educational travel, with overall objectives being to transform the transport service, make it fit for purpose, and deliver significant cost avoidance of circa £5million per annum. Activity has to date progressed across multiple elements themed into 3 key areas: Efficiencies, performance culture, and shifting the offer. As the service has been developing, transformation activity has become service-wide.

1.2.4.1 There remain key areas for service development, including the following:

- Cultural shift continuing, including a focus on customer service, in partnership with the Council's Customer Service Centre – communications and customer care training and development is underway with staff in advance of the summer peak period.
- Management information development and use to drive a high performing service, including through a collaborative dashboard with Children's Services in order to project future trends and impacts – see a separate update below.
- Implementation of the new Travel Options function, to enabling and empowering pupils to use travel modes alternative to taxis – from travel training Special Education Needs (SEN) pupils to maximising opportunities for sustainable travel – a development plan is being established, now that all vacant posts in this team have been recruited to, with 2 new staff expected to start by mid-July. This includes collaborative work with Adult Care and Community Wellbeing to support adults with independent travel training.
- Management of the educational travel budget pressure, which remains high for 2023/24 – the 3-year procurement plan to contract in geographical areas is the main activity aiming to reduce costs, alongside route optimisation and the Travel Options work noted above.

1.2.5 Key performance measures and reporting – The focus for developing performance measures is on educational travel. From a Public Transport perspective, the Council

does not have direct control over the commercial network and, as such, developing measures would not be appropriate at this stage.

1.2.5.1 Transport Services manages more than 1,500+ contracts with more than 300 suppliers. As such, monitoring the effectiveness of these contracts is an important part of service performance. The service inputs into a corporate report on contracts and differentiates between 6 contract types (shown below) and the Red, Amber, or Green (RAG) rating status for each is static, however the contract prices and the issues surrounding market capacity mean that the RAG status is either amber or red for all. Transformation activity is underway to mitigate and manage all issues.

- i. Educational Travel - SEND
- ii. Educational Travel – Mainstream
- iii. Social Care Travel - Children's
- iv. Social Care Travel – Adults
- v. Tendered Local Bus Transport
- vi. CallConnect

1.2.5.2 As was summarised in the previous report, in order to manage and monitor Education Travel performance, performance measures are being established and a dashboard created. The dashboard is on target to be in place by the end of July, and there have already been significant development in establishing robust data. The dashboard will be presented at a future meeting of this committee.

1.2.6 **Category Management Plan for Transport Supplier Market** – As per the previous report, an important part of a passenger transport strategy for Lincolnshire will be a vision and strategy for the transport supplier market the Council needs to meet the needs of residents and visitors. In the medium to longer term, a management and development plan will be established in partnership with the Council's Commercial Team and transport suppliers, to agree the market required as well as the opportunities and barriers involved. The current focus is to collect data and information from tendering activity, which will inform this piece of work. This priority will not be a key priority until later in the 2023/24.

1.2.7 **Lincolnshire Network Review** – We continue to work with operators to identify future demand levels for bus services and commercial plans for the network in Lincolnshire, as we work towards an integrated passenger transport network. The initial focus has been on contacting schools to collect data and information on travel provision they arrange themselves for their scholars. We have gathered a large amount of data and are now exploring how to use it to provide a more streamlined and effective network of bus services across Lincolnshire. We are working with two bus operators to identify where closed school and college services may be duplicating the commercial network, and then we will look for efficiencies and synergies to result in a proposal for schools and colleges. Our aim is to enable students to travel cost-effectively and in a way that supports the long-term sustainability of the commercial bus network. Engagement with schools and colleges should start early in September.

2. Conclusion

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

3. Consultation

a) Risks and Impact Analysis

The Transport Services risk register is regularly monitored and managed in accordance with the Council's approach to risk management. The two highest scored residual risks are the negative impact of operating costs and inflationary costs of bus and taxi operators, on the service budget; and the inability to recruit and retain employees.

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 Verity Druce, Head of Transformation Services, who can be contacted on 07920 576612 or Verity.Druce@lincolnshire.gov.uk.

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

Report to:	Highways and Transport Scrutiny Committee
Date:	17 July 2023
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

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

Actions Required:

Members of the 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

17 July 2023	
Item	Contributor
1. Winter Service Plan 2022/23 <i>(Pre-decision scrutiny – Executive Cllr decision 24 - 31 Jul 2023)</i>	Karen Cassar, Assistant Director - Highways Johnathan Evans, Head of Highways, Client, and Contract Management
2. Highways– Quarter 4 Performance Report (1 January - 31 March 2023) (inc. Road Condition Indicator data)	Karen Cassar, Assistant Director - Highways Jonathan Evans, Head of Highways, Client and Contract Management
3. Major Work Schemes Report	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
4. Public Transport Annual Update	Stuart Eccles, Network Design Manager
5. Transport – Quarter 4 Performance Report (1 January - 31 March 2023)	Nicole Hilton, Assistant Director – Communities Verity Druce, Head of Transformation Services Helen Reek, Senior Projects Officer, Transport Services

11 September 2023	
Item	Contributor
1. Highway Works, Professional Services and Traffic Signals Contract Extension <i>(Pre-decision scrutiny – Executive Cllr decision 18 - 25 Sep 2023)</i>	Jonathan Evans, Head of Highways, Client, and Contract Management
2. North Hykeham Relief Road - Permission to Submit Planning Application <i>(Pre-decision scrutiny – Executive decision 3rd October 2023)</i>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
3. Refresh of the Bus Service Improvement Plan (BSIP) for Lincolnshire <i>(Pre-decision scrutiny – Executive Cllr decision 18th September – 6th October 2023)</i>	Verity Druce, Head of Transformation Services Helen Reek, Senior Projects Officer, Transport Services
4. Highways – Quarter 1 Performance Report (1 April – 30 June 2023)	Jonathan Evans, Head of Highways, Client, and Contract Management

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

11 September 2023	
Item	Contributor
5.	Major Work Schemes Report Sam Edwards, Head of Highways Infrastructure and Laboratory Services
6.	Transport - Quarter 1 Performance Report (1 April 2023 to 30 June 2023) Nicole Hilton, Assistant Director – Communities Verity Druce, Head of Transformation Services Helen Reek, Senior Projects Officer, Transport Services

23 October 2023	
Item	Contributor
1.	Highways Infrastructure Asset Management Plan 2023 <i>(Pre-decision scrutiny – Executive Cllr decision 30 Oct 2023 - 6 Nov 2023)</i> Jonathan Evans, Head of Highways, Client and Contract Management
2.	Highways Infrastructure Asset Management Policy <i>(Pre-decision scrutiny – Executive Cllr decision 30 Oct 2023 - 6 Nov 2023)</i> Jonathan Evans, Head of Highways, Client and Contract Management
3.	Transport Connect Limited (TCL) - Teckal Company Update Report Nicole Hilton, Assistant Director – Communities Verity Druce, Head of Transformation Services Helen Reek, Senior Projects Officer, Transport Services
4.	Highways – Gully Cleansing/Repair and Surface Water Flooding- Update Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager

11 December 2023	
Item	Contributor
1.	Highways - Quarter 2 Performance Report (1 July to 30 September 2023) Jonathan Evans, Head of Highways, Client and Contract Management
2.	Major Work Schemes Report Sam Edwards, Head of Highways Infrastructure and Laboratory Services
3.	Transport - Quarter 2 Performance Report (1 July to 30 September 2023) Nicole Hilton, Assistant Director – Communities,

11 December 2023	
Item	Contributor
	Verity Druce, Head of Transformation Services
4. Anglian Water Street Works Performance – Update on Action Plan	Mick Phoenix, Traffic Manager-Place Ashley Behan, Street Works and Permitting Manager Anglian Water Representatives

3. Items to be programmed:

- Civil Parking Enforcement Annual Report 2022 – 2023 (Autumn 2023)
- Stamford Transport Strategy (Autumn/Winter 2023)
- Annual Update on the Approach to Transport Strategy Developments (Winter 2023-24)
- Process for the Adoption of Private Streets (Autumn 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. Appendices

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

7. Background Papers

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

This report was written by Kiara Chatzioannou, Scrutiny Officer who can be contacted on 07500 571868 or by e-mail at kiara.chatzioannou@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
Grantham Future High Street Fund - Station Approach [I027897]	Between 18 – 22 September 2023	Executive Councillor: Highways, Transport and IT	Highways and Transportation Scrutiny Committee	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Yes	Grantham Barrowby; Grantham East; Grantham North; Grantham South; Grantham West
Levelling Up Fund Project - A16 Improvement Corridor - Springfields and Greencell Roundabouts [I027898]	Between 30 May 2023 - 2 Jun 2023	Executive Councillor: Highways, Transport and IT	Highways and Transportation Scrutiny Committee	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Yes	Spalding East; Spalding Elloe; Spalding South; Spalding West
Winter Service Plan 2022/23 [I029250]	Between 24 Jul 2023 and 31 Jul 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (17 July 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions
Highway Works, Professional Services and Traffic Signals Contract Extension [I029251]	Between 18 Sep 2023 and 25 Sep 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (11 September 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions

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
Highways Infrastructure Asset Management Plan 2023 [I029249]	Between 30 Oct 2023 and 6 Nov 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (23 October 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions
Highways Infrastructure Asset Management Policy [I029248]	Between 30 Oct 2023 and 6 Nov 2023	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (23 October 2023)	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	Yes	All Divisions
North Hykeham Relief Road - Permission to Submit Planning Application [I029285]	3rd October 2023	Executive	Highways and Transport Scrutiny Committee	Head of Highways Infrastructure and Laboratory Services E-mail: sam.edwards@lincolnshire.gov.uk	Yes	Bassingham and Welbourn; Eagle and Hykeham West; Hykeham Forum; Potterhanworth and Coleby; Swallow Beck and Witham; Waddington and Hykeham East; Washingborough

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
Refresh of the Bus Service Improvement Plan (BSIP) for Lincolnshire [I029488]	18th September – 6th October 2023	Executive Councillor: Highways, Transport and IT	Highways and Transport Scrutiny Committee	Support Services Manager (Transport Services) E-mail: Helen Reek Helen.Reek@lincolnshire.gov.uk	Yes	All Divisions

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