



County Offices  
Newland  
Lincoln  
LN1 1YL

20 October 2023

**Highways and Transport Scrutiny Committee**

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 30 October 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, 30 OCTOBER 2023**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Members' Interests</b>	
<b>3</b>	<b>Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 11 September 2023</b>	5 - 12
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Lead Officers</b>	
<b>5</b>	<b>Cross Keys Bridge - Improving Resilience</b> <i>(To receive a report from John Monk, Head of Highways Design, which invites the Committee to consider the Cross Keys Bridge - Improving Resilience, prior to a decision being taken by the Leader of the Council between 6 and 12 December 2023)</i>	13 - 20
<b>6</b>	<b>Highway Works, Professional Services and Traffic Signals Contract Extension</b> <i>(To receive a report from Jonathan Evans, Head of Highways, Client, and Contract Management. The Committee is invited to comment on and consider this item ahead of a decision by the Executive on 7 November 2023)</i>	21 - 54
<b>7</b>	<b>Anglian Water Performance - Six-Month Review</b> <i>(To receive a report from Mick Phoenix, Traffic Manager, Ashley Behan, Street Works and Permitting Manager, and Anglian Water Representatives, which provides an update on Anglian Water's performance when undertaking work on or next to the highway, as part of its statutory undertakings)</i>	55 - 64
<b>8</b>	<b>Potential Topics for Scrutiny Review by Scrutiny Panel A</b> <i>(To receive a report from Kiara Chatziioannou, Scrutiny Officer, to enable the Committee to consider whether to make any suggestions for an in-depth scrutiny review, for consideration and decision by the Overview and Scrutiny Management Board)</i>	65 - 72
<b>9</b>	<b>Transport Connect Limited (TCL) - Teckal Company Annual Update</b> <i>(To receive a report from Verity Druce, Head of Transport Services, and Helen Reek, Support Services Manager, Transport Services, which provides an update on the Council's wholly owned company, Transport Connect Ltd (TCL), since the previous report considered in October 2022)</i>	73 - 76

- 10 Transport Services Management Information Dashboard** 77 - 86  
*(To receive a report from Verity Druce, Head of Transport Services, which provides the Committee with an update on progress with a new Management Information Dashboard for Transport Services, as part of the service wide transformation activity, with focus on educational travel)*
- 11 Highways – Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding** 87 - 94  
*(To receive a report from Richard Fenwick, County Highways Manager, and Shaun Butcher, County Programme Manager, which sets out the reactive, cyclic, and planned aspects of highways drainage maintenance including low level flooding response)*
- 12 Highways and Transport Scrutiny Committee Work Programme** 95 - 102  
*(To receive a report from Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)*

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

- Business of the meeting
- Any special arrangements

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Highways and Transport Scrutiny Committee on Monday, 30th October, 2023, 10.00 am \(moderngov.co.uk\)](#)

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



**HIGHWAYS AND TRANSPORT SCRUTINY  
COMMITTEE  
11 SEPTEMBER 2023**

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

Councillors T R Ashton, K J Clarke, Mrs S Rawlins, A N Stokes, Mrs C L E Vernon, R A Wright, P Ashleigh-Morris and N Sear

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

Officers in attendance:-

Helen Reek (Support Services Manager), Jonathan Evans (Head of Highways Client and Contractual Management Services), Kiara Chatziioannou (Scrutiny Officer), Sam Edwards (Head of Highways Infrastructure and Laboratory Services), Verity Druce (Head of Transport Services) and Thomas Crofts (Democratic Services Officer)

Officers in attendance remotely:-

Karen Cassar (Assistant Director Highways)

**20 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillors E Strengiel, A Hall and R Gibson.

It was reported that, under Regulation 13 of the Local Government Committee and Political Groups Regulation 1990, Councillor P Ashleigh-Morris was replacing Councillor A Hall and Councillor N Sear was replacing Councillor E Strengiel for this meeting only.

**21 DECLARATIONS OF MEMBERS' INTERESTS**

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

**22 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT  
SCRUTINY COMMITTEE HELD ON 17 JULY 2023**

RESOLVED

That the minutes of the meeting held on 17 July 2023 be confirmed and signed by the Chairman as a correct record.

**23 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD  
OFFICERS**

The Chairman reminded Members of the invitation to visit the new Operational Control Hub, which launched in Lancaster House on 1st Floor, on 2 October 2023.

#### 24 REFRESH OF THE BUS SERVICE IMPROVEMENT PLAN (BSIP) FOR LINCOLNSHIRE

Consideration was given to a report from Helen Reek, Support Services Manager, regarding the Refresh of the Bus Service Improvement Plan which was due to be considered by the Executive Councillor for Highways, Transport and IT between 18 September and 6 October 2023. The following matters were highlighted:

- The purpose of the Plan was to serve as a demonstration of Lincolnshire's challenges with public transport and the Council's ambitions for how it can improve services in partnership with operators. The Plan served as a collaborative plan and summarised how the Council looked to use any future discretionary funding opportunities from the Department for Transport (DfT).
- Following feedback from the DfT on the first BSIP produced in 2021, amendments had been made to identify specific needs of a large sparsely populated rural county like Lincolnshire, in terms of improving its public transport.
- Improvements had been made to the formatting and readability of the Plan through the use of graphics, and through reducing the overall number of objectives in order to focus on the most significant priorities.

During consultation of the report, the following comments were raised:

- Members argued that the updated plan allowed the Council to reference the achievements of Callconnect, Lincolnshire's demand responsive transport and continued improvement (including extending core hours of service, reviewing staffing requirements, expanding to urban areas etc.). Assurance was given that the service continued to operate via use of the new App and the telephone appointments booking system. Members requested assurance that timetables of local bus service in certain areas would be reviewed to ensure that needs of the local communities are met (e.g., return service hours going into Louth should extend beyond 4:30pm as individuals are using the service to attend hospital appointments).
- Members emphasised on the importance of positive outcomes of working with bus operators through the Enhanced Partnership. Funding remained a key fundamental for all parties and additional money was anticipated to enable further progression of schemes and projects, delivering intended outcomes.

#### RESOLVED

1. That the Committee support the report and agree the recommendations to the Executive.
2. That comments made be shared with the Executive for consideration ahead of the decision being made.

25 TRANSPORT QUARTER 1 PERFORMANCE REPORT 2023/24

Consideration was given to a report from Verity Druce, Head of Transport Services. The following matters were highlighted:

- The Service had experienced a busy run up to the September school start, which was a standard part of the annual cycle of activity. The service had been managing the volumes more effectively than the previous year.
- High numbers of applications for educational travel had been received and processed, with the original deadline being the end of May. The service had been able to work to processing applications received by the end of July, to establish the travel provision for the start of term, however any applications received after this date could not be guaranteed.
- The cost of travel provision contracts remained high compared to previous years, with operators still experiencing cost pressures.
- A further risk this year related to schools and academies making changes to their session times, aligned to the Government's Schools White Paper, which included schools offering minimum hours in a school week. Several schools informed the service, and contracts had been amended accordingly. However, there may be other schools which making changes to session times in September, which the service was unaware of. It was important to note that not all travel provision contracts with operators could be changed.
- The Council had entered into a temporary partnership arrangement with Norfolk County Council to support the interconnect 505 service in order to evaluate its patronage and longer term feasibility.
- Transport Services received a total of 37 contacts in Quarter 1 of the 2023/2024 year, from individuals wishing to give feedback, report issues or complain about various services. Out of these 37 contacts, 27 entered the formal complaints process and 10 cases were handled as an Early Resolution, which equated to 27% of all contacts received. This was an increase of 11% in cases handled as Early Resolution from last quarter. Complaint numbers were expected to increase in the next quarter due to the educational travel activity peak.

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

- Current staff vacancies accounted for 10 out of 80-90 of service-wide staff and 10 out of 40 operation staff. The use of temporary posts had helped support the service throughout the recruitment period with many temporary posts being made permanent, and recruitment continued.
- Work was underway to improve the accessible data regarding educational travel, to help predict demand levels.
- Officers were looking to include commendations as well as complaints in the reporting system.
- Postage issues had been noted regarding the distribution of bus passes.

- The educational travel service's value for money was analysed via benchmarking data and a calculation of the costs per child. It was noted that costs had begun to stabilise compared to last year but the costs were affected by several factors which may change, including fuel prices.
- Competition for educational travel contracts from bus and taxi providers was varied across the county – with greater competition and sufficiency levels seen among taxi providers. The Council continued to work with the market to develop the service.

The Committee agreed that more standardised reporting was needed and that requested timetabling changes from academy schools could have many unforeseen consequences in terms of traffic management.

#### RESOLVED

1. That the Committee's satisfaction be recorded on the activity undertaken in quarter 1 and the performance of key metrics as presented.
2. That comments and suggestions made be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

#### 26 NORTH HYKEHAM RELIEF ROAD (NHRR)

Consideration was given to a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services, regarding the North Hykeham Relief Road planning application which was due to be considered by the Executive on 3 October 2023. The following matters were highlighted:

- The report should have read £73 million instead of £79 million regarding the Council's funding contributions.
- Changes to the originally proposed route were highlighted. Changes had been made to accommodate new infrastructure and compensate for recently identified poor ground conditions. However, the route was still set to go through the same Council-bought properties on Station Road, Waddington.
- Costs associated with the new route remained similar to those of the original route.
- Attention was drawn to the following:
  - The roundabout at South Hykeham was to be doubled in size.
  - Footway and cycleway routes were to extend alongside the route.
  - Flood attenuation ponds were to be situated alongside the route.
  - Stack ground slopes were to be created in elevated areas to compensate for the poor ground conditions.
  - The relief road was to be a dual carriageway.

Members were guided through the proposal with reference to graphics and an aerial flyover.

During consultation of the report, the following comments were raised:



- The use of traffic signals at the Hykeham Roundabout was queried as members were sceptical as to the effectiveness of traffic lights on roundabouts. Officers explained that due to the high number of vehicles using the roundabout combined with it being a 5-arm roundabout opposed to a 4-arm roundabout without traffic lights simply would not operate effectively. Traffic lights offer the solution that controls traffic flow and maintains access opportunities for all arms. This junction choice has been tested and scrutinised through the Business Case process and will continue to be scrutinised by National Highways as the asset is there's and wouldn't be accepted should it not provide the appropriate traffic relief.
- Members emphasised that designs should reflect future infrastructure developments especially on roundabouts (i.e., provision for the design and development of service areas and filling stations) to ensure that drivers were deterred from travelling through Lincoln when not necessary. It was also noted that there was margin for further economic development and improvements in the area where NHRR extended in. Officers assured Members that the design took under consideration future plans/need for development, housing and economic growth as outlined in the Central Lincolnshire Local Plan. Other developments would not be considered in the design of the road as otherwise this would be deemed as public money being used to benefit private businesses. The design does not predicate any retrospective developments; however these would need to be assessed at the time of planning submission on how it will impact the highway network and thus what improvements the developer would need to make to mitigate those impacts.
- Members requested for cautious consideration of budgets and costs and received assurance from leading Officers that inflation and fluctuations observed in the past 18 months were factored in and also that future inflation had also been factored in.

#### RESOLVED

1. That the Committee support the report and agree the recommendations to the Executive.
2. That comments made be shared with the Executive for consideration ahead of the decision being made.

#### 27 HIGHWAYS PERFORMANCE REPORT, QUARTER 1 (1 APRIL TO 30 JUNE 2023)

Consideration was given to a report from Jonathan Evans, Head of Highways Client and Contractual Management Services. The report gave 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. The following matters were addressed: contract performance, service performance, performance trends, operational issues, highways complaints and Corporate Plan performance indicators.

It was noted that recruitment to key specialist roles within the Service was ongoing and had proved challenging in the current labour market.

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE  
11 SEPTEMBER 2023**

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

- The use of new technologies in highways maintenance and repair was always being pursued when there was not a detrimental impact on the whole life cost.
- Regrettably, the Council's pursuit of cost recovery in relation to works that had been impeded by external agents had rarely been successful.
- Audits of gully cleansing activity by contractors were undertaken to ensure that works had been actioned as recorded. The requirement for photographic evidence was being explored by the service so that it can be added without disrupting service delivery.

The Committee noted that multiple complaints could relate to the same matter; however, officers gave assurance that where specific patterns were discernible, complaint themes were highlighted within the report.

**RESOLVED**

1. That the Committee's satisfaction be recorded on the performance and activity achieved, and in the efforts in resolving complaints.
2. That comments and suggestions made be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

**28 HIGHWAYS MAJOR PROJECT UPDATE REPORT**

Consideration was given to a report from Sam Edwards, Head of Highways Infrastructure and Laboratory Services. The Committee were guided through recent developments in relation to the Council's current major highways projects.

During consideration of the presentation, it was asked if a certain width was mandated for shared use cycle and pedestrian paths. Officers did not have the precise information to hand but gave assurance that the paths included in the schemes were subject to the appropriate approval before works were undertaken.

**RESOLVED**

1. That the report and comments be noted.
2. That comments made be taken under consideration by the relevant Officers and the Executive Portfolio Holder.

**29 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK PROGRAMME**

Consideration was given to the Committee's Work Programme, which was presented by Kiara Chatziioannou, Scrutiny Officer. The following changes, which had been made after publication, were highlighted:

- The Highways Infrastructure Asset Management Plan and Highways Infrastructure Asset Management Policy were to be rescheduled to the 11 December 2023 in order to better accommodate the sequencing of the decision making process.
- An additional item on Transport Services Education Travel Information Dashboard was now scheduled to come the meeting on 30 October 2023.
- The Anglian Water Street Works Performance – Update on Action Plan was to be moved to the meeting on 30 October 2023 in order to accommodate the changes above.

RESOLVED

That the work programme presented be agreed subject to the changes above.

The meeting closed at 11.55 am

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Cross Keys Bridge - Improving Resilience</b>

**Summary:**

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Cross Keys Bridge - Improving Resilience.

This decision is due to be considered by the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) between 06 – 12 December 2023. The views of the Scrutiny Committee will be reported to the Leader of the Council as part of his consideration of this item.

**Actions Required:**

That the Highways and Transport Scrutiny Committee: -

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

**1. Background**

The Leader of the Council is due to consider the Cross Keys Bridge - Improving Resilience between 06 – 12 December 2023. The full report to the Leader of the Council is attached at Appendix A to this report.

**2. Conclusion**

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

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

**3. Consultation**

The Highways and Transport Scrutiny Committee is being consulted on the proposed decision of the Leader of the Council, that is being considered between 06 – 12 December 2023.

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Report to the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) on the Cross Keys Bridge - Improving Resilience.

**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 John Monk, Head of Highways Design, who can be contacted on 01522 552934 or via e-mail at [john.monk@lincolnshire.gov.uk](mailto:john.monk@lincolnshire.gov.uk).



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

Report to:	<b>Councillor M J Hill OBE, Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)</b>
Date:	<b>06 – 12 December 2023</b>
Subject:	<b>Cross Keys Bridge - Improving Resilience</b>
Decision Reference:	<b>I030441</b>
Key decision?	<b>Yes</b>

**Summary:**

This report requests authorisation for the carrying out of works in order to allow the conversion of the operation of Cross Keys Swing Bridge to be by electric motors. The estimated cost of the works is £1.68 million. The planned expenditure would include the £480,000 already allocated to overhaul the existing hydraulic and PLC systems.

**Recommendation(s):**

That the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning):-

1. approves the carrying out of works to convert the operation of Cross Keys Swing Bridge to be by electric motors;
2. approves the capital scheme business case for the works; and
3. delegates to the Executive Director - Place in consultation with the Executive Councillor: Highways Environment and IT authority to determine the final form and the entering into of any contracts and the taking of any steps necessary to carry out the works.

**Alternatives Considered:**

- |    |  |
|----|--|
| 1. | Do not authorise the carrying out of the works and therefore continue with the already approved works to overhaul and upgrade the existing hydraulic and programmable logic controller (PLC) systems, without electrification. |
|----|--|

**Reasons for Recommendation:**

The current situation presents a significant opportunity to improve the operation of Cross Keys Bridge, reduce the risks (especially disruption to road and river traffic, environmental, health and safety and other operational risks), and in doing so improve its overall resilience for the future.

**1. Background**

Cross Keys Bridge (the Bridge) is a swing bridge, originally built in 1897, which today carries A17 road traffic over the River Nene close to the boundary between Lincolnshire and Norfolk. The bridge opens several times a week to allow for river vessel traffic to pass between Wisbech and the North Sea.

The current risks to Lincolnshire County Council (LCC) in being the responsible authority for the management of the Bridge are significant. Its failure to operate would cause major disruption to road and / or river traffic, which would have significant local, regional and potentially national consequences. The latter would be due to the A17 over it being a key route for the agri-food industry based in Lincolnshire and Norfolk.

The Bridge is also governed by an Act of Parliament – The Lynn and Sutton Bridge Railway Act 1861 – by which it is unlawful for the Bridge to delay or detain shipping on the River Nene, unless caused through ‘unavoidable injury’ to the Bridge. Therefore, LCC could be subject to proceedings if a neglect of duty was identified and proved.

There has been significant additional use of the Bridge over recent years, with the full year of 2021 seeing an increase in openings of 65% compared with 2017. Although shipping levels dropped during the pandemic, they are expected to fully recover in coming years.

As a result, a project has already been initiated to overhaul/replace the programmable logic controller and hydraulic plant and machinery that currently operate the Bridge. This project recognises the need for work to be done to improve the resilience of the Bridge and address current operational pressures resulting from the current system.

Initial work commenced on the agreed project strands, which included research and engagement in order to identify specialist companies that would be best placed to specify and design the proposed works.

This included a number of visits to the Bridge by potential companies as well as virtual discussions. These have been at no direct cost to the authority and have been reality checked with LCC Structures team, the Bridge Supervisor and the term maintenance contractor for the Bridge term, who would be responsible for installing and subsequently maintaining any new and overhauled systems.

During this engagement, a completely alternative approach to the overhaul was proposed, which had not previously been considered. This would replace the existing hydraulic systems with a fully electric system, with the Bridge being operated via the use of electric motors. As well as the actual opening and closing of the Bridge being done via electric



motors, this would include the use of electric motors for the movement of the jacks and rest-blocks at either end of the Bridge.

This would bring the following significant advantages over the previously proposed continuation of a hydraulic system, albeit overhauled:

- Complete removal of the environmental risk of operating hydraulic systems over a waterway, which could cause a pollution incident.
- Overall reduction in plant and equipment and therefore the overall complexity of the system and so reduction in risk of small failures having significant impacts.
- Significantly reduced reliance on ageing elements of the Bridge, which would present an ongoing inherent risk of failure if their use remained.
- Whilst many existing mechanical parts of the historic structure would still move, they would not do so under load and so there would be a significant reduction in their wear and tear, leading to an overall longer life and improved preservation of the historic asset.
- Improved consistency of operation across all seasons, aligned with an overall more responsive system, through the introduction of a non-friction reliant method of braking the Bridge on closing.
- All equipment would be easier to access for maintenance, not only making it less costly to undertake, but also improving health and safety considerations for those undertaking maintenance activities.
- Increased ease of implementing the proposed overhaul, as an electric motor solution is more likely to be installed in parallel with the existing hydraulic system before this was removed. This significantly reduces the risk of the Bridge being out of action whilst the works take place.
- Reduction in general revenue maintenance costs, expected to be in the region of £40k per annum, which would not have been expected under the original proposal. Additional savings are also expected through reduced operator additional hours being required in responding to and investigating faults.
- Reduced reliance on spare equipment needing to be stored on site and also on specialist sub-contractors to the term contractor, also leading to further likely savings.
- Maintaining the advantages previously included in the agreed overhaul and upgrade of the hydraulic system (e.g., including built-in redundancy as per current best practice in such systems, bringing systems to current standards, general reduction in risk when operating the Bridge etc).

There are no significant disadvantages currently identified through the option of implementing this new proposal. The additional electricity costs of operating the proposed electric motors are expected to be more than offset by the savings made by not having to electrically heat the existing system's hydraulic oil, as is currently done in order to give confidence that the Bridge will operate as it should.

The total cost of the new proposal to convert the Bridge to full electric operation is £1.68 million, which would include the £480,000 previously allocated. However, the benefits

listed above – giving the further increase in resilience, reliability and risk reduction that they do – are considered to be such that the additional cost presents value for money.

It should be noted that whilst the proposal to convert to electric operation could be implemented at some point in the future, after an overhaul of the hydraulic systems has been implemented, this would to all intents and purposes mean the already committed £480,000 would be wasted when this was done, as the cost of the electric operation option would still be the full £1.68 million currently expected.

The risks of not implementing either the hydraulic overhaul or the conversion to electric operation, and so continuing with the current operating arrangements, are considered to be too significant for nothing to be done.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

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

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

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

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

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

The Equality Duty has been considered and the proposals in the Report are considered to be neutral in their impacts as between people with a protected characteristic and those who do not share that characteristic.

#### 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 proposal in the Report is not considered to have any implications for the JSNA or the JHWS.

#### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The proposal in the Report is not considered to have any implications for the JSNA or the JHWS.

### **3. Conclusion**

The Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) is requested to consider and authorise the carrying out of works to improve the resilience of Cross Keys Swing Bridge by converting it to operation by electric motors.

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

The Council has the power to undertake the works proposed.

The decision is consistent with the Policy Framework and within the remit of the Leader of the Council

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

Funding for the proposed works has been identified as £0.48 million (already committed) from the New Developments Capital Contingency included in the Council's approved Capital Programme and a further £1.6 million from the capitalisation of income into Highways.

Although the primary objective of the works is to reduce risk and improve resilience of this infrastructure, as noted in the body of the report, it is expected that it will also result in ongoing savings in the revenue budget of £0.040 million per annum.

#### **6. Consultation**

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

No

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

Yes

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

The decision is being considered by the Highways and Transport Scrutiny Committee on 30 October 2023 and the comments of the Committee will be reported to the Leader of the Council.

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

See the body of the Report.

#### **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 John Monk, Head of Highway Design Services who can be contacted on 01522 552934 or via e-mail at [john.monk@lincolnshire.gov.uk](mailto:john.monk@lincolnshire.gov.uk).

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Highway Works, Professional Services and Traffic Signals Contract Extension</b>

**Summary:**

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the Highway Works, Professional Services and Traffic Signals Contract Extension.

This decision is due to be considered by the Executive on 07 November 2023. The views of the Scrutiny Committee will be reported to the Executive 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 as set out in the report.
- (2)** agrees any additional comments to be passed on to the Executive in relation to this item.

**1. Background**

The Executive is due to consider the Highway Works, Professional Services and Traffic Signals Contract Extension on 07 November 2023. The full report to the Executive is attached at Appendix A to this report.

**2. Conclusion**

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

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

**3. Consultation**

The Highways and Transport Scrutiny Committee is being consulted on the proposed decision of the Executive, that is being considered between on 07 November 2023.

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive on the Highway Works, Professional Services and Traffic Signals Contract Extension.

**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 Jonathan Evans, Head of Highways Client, and Contractual Management Services, who can be contacted on 07741 605570 or via e-mail at [jonathan.evans@lincolnshire.gov.uk](mailto:jonathan.evans@lincolnshire.gov.uk).



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

Report to:	<b>Executive</b>
Date:	<b>07 November 2023</b>
Subject:	<b>Highway Works, Professional Services and Traffic Signals Contract Extension</b>
Decision Reference:	<b>I029251</b>
Key decision?	<b>Yes</b>

**Summary:**

This report sets out the proposed extension options to the three main highways delivery contracts Highways Works, Professional Services and Traffic Signals which deliver the majority of works undertaken by the Highway Service for Lincolnshire County Council.

The report invites the Executive to approve the proposed extensions recommended within this report and commence re-procurement for one of the three main contracts.

**Recommendation(s):**

That The Executive:

1. Notes the progress made and the outcome of the contract refresh procedure;
2. Approves the proposed extension of the Highways Works contract with Balfour Beatty, to increase the contract duration to the 31 March 2032 by offering an additional 6 year term on the revised terms outlined within this report.
3. Approves the proposed extension of the Professional Services contract with WSP, to increase the contract duration to the 31 March 2028 by offering an additional 2 year term.
4. Delegates to the Executive Director – Place in consultation with the Executive Councillor for Highways Transport and IT authority to take all decisions and enter into all documentation necessary to give effect to the extensions referred to in paragraphs 2 and 3 above.

5. Approves the re-procurement of the Traffic Signals Contract to commence on 1 April 2026.
6. Delegates to the Executive Director – Place in consultation with the Executive Councillor for Highways Transport and IT all decisions necessary to progress the procurement of the replacement arrangements referred to in paragraph 5 above, to include choice of procurement procedure, scope of the services and the terms of all necessary legal documentation and to approve the final form and the entering into of all contracts and other legal documentation necessary to give effect to the replacement contract.

**Alternatives Considered:**

1. Do not to approve the outcome of the contract refresh procedure and either:-
  - commence re-procurement of all three contracts (Highway Works, Professional Services and Traffic Signals) with or without an options appraisal that fundamentally adjusts the current delivery model for the Highway Service; or
  - extend all three contracts including the Traffic Signals contract.
2. To approve extensions on different terms than those proposed.

**Reasons for Recommendation:**

The proposed decision to make different offers to the various parties comes about through an evaluation of the benefits and risks to the operation of the services. Improved delivery seen through the Highway Works contract has become a platform from which to continue to improve the service through ease of ongoing service delivery whilst building mechanisms to continually reduce cost and improve efficiency. The recommendation in the context of a large delivery contract means that the advantages of long-term planning together with operational innovation and development can be fully realised by the Council.

Whilst operational performance within the Traffic Signals Contract has been good, the Council have not seen the expected benefits outlined within the original bid come to fruition within this contract and therefore, after careful consideration, the decision to not extend this contract is recommended.

For the Professional Services contract, service delivery is not as closely tied to long term investment and therefore a more limited contract offer is appropriate.

The recommendations made within this report will enable the Council to deliver an affordable service through a delivery model that will provide the most efficient and effective mechanism for delivering the Highway Service in Lincolnshire.



## **1 Background**

**1.1** On 1st April 2020 Lincolnshire County Council commenced delivery of the highway service using three new contract arrangements. This followed a two-year procurement exercise designed to test the market and ensure best value for the Council. The contracts commenced in 2020 and still in place are:

- Highway Works Term Maintenance Contract – Provider: Balfour Beatty.
- Professional Services Contract – Provider: WSP.
- Traffic Signals Term Maintenance Contract – Provider: Colas.

**1.2** The contracts were awarded on an initial six year term with the potential to extend for a maximum of a further six years. The extensions can be awarded individually or in blocks and are linked to performance levels and service reviews within each of the individual contracts. The overall durations were designed to match capital investment which would be required from the suppliers for plant and fleet as well as giving a longer period for investment in staff through apprenticeships and training programmes.

**1.3** The contracts make use of the latest versions of the New Engineering Contract (NEC) which are the UK industry standard and are being increasingly used globally. Each of the contracts are linked using a contractual clause which requires all parties to work together and include performance indicators which affect both the individual contracts as well as the whole group. The two Term Service contracts for Highway Works and Traffic Signals make use of a payment mechanism where a 'target' is generated from a list of tendered works items, which is adjusted each year for inflation. The contractor is paid the cost of carrying out the work to meet the specified standard and this cost is compared to the target. The difference between the two is known as pain or gain depending on whether the cost is more or less than the target. In a gain situation the contractor and Council share the benefit of carrying out the work efficiently to ensure the costs are below the target. In a pain situation, the costs are shared but only up to a certain threshold above which the contractor pays the additional costs. The Professional Services contract takes a slightly different approach by making use of a range of payment mechanisms depending on the services required and includes this pain/gain arrangement in addition to more traditional forms of payment.

**1.4** During the original procurement process the following objectives were set out in the contractual documentation for the Highway Service and were directly linked to the combined Key Performance Indicators and individual contract Performance Indicators. The Objectives of the service were and still remain as:

- Help Lincolnshire businesses to be the drivers of economic growth through supporting a climate in which they are able to invest, enhance their business performance and offer attractive jobs to a skilled workforce.
- Protect, enhance and balance our environmental needs through the delivery of the service.

- Develop growth and prosperity through encouraging investment and enhancing the economic potential of Lincolnshire.
- Improve the quality of service to the end users and improve the perception of all works completed on behalf of the Client. Keep members of the public informed proactively and reduce the volume of enquiries received into the alliance.
- Contribute to and improve the health and wellbeing of the population as a whole who use, work or live within Lincolnshire.
- Minimise the disruption to the wider public by taking reasonable measures to maintain network availability. Look to work collaboratively with other Partners, contractors, utility companies and consultants wherever possible.
- Assist the Client to deliver services to suit political priorities and deal with changes should and when they arise.
- Develop a successful culture within the alliance Partners to foster positive, creative, innovative and sustainable working relationships.
- Throughout the life of the service, ensure that the level of enthusiasm and attention to detail is maintained. Ensure that the terms of the contract are delivered in full with any additional quality offers made as part of the original procurement process.
- Strive to continually improve the alliance and the service it delivers, by challenging established working practices with new methods, ideas and products.
- The Client will actively encourage the use of future technologies within the Contract, in an effort to improve efficiencies and give added value to the work carried out. The Contractor / Consultant is to be proactive in promoting such technologies and demonstrating the efficiencies that can be made.

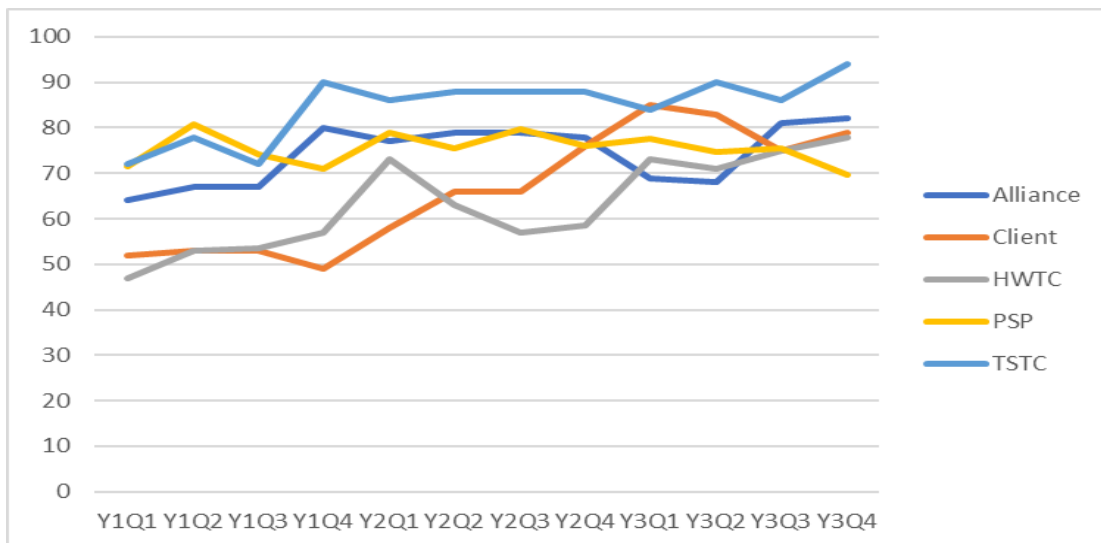
**1.5** A specific “Contract Refresh” clause was included in the contract scope at the time of tender, to enable a full review of the service and performance of the contracts. This clearly set out the process and extent of the review before any extensions can be considered. The timescales are designed to ensure that the Council always has enough time to commence a procurement exercise should the contracts not be performing as required or failing to offer good value.

**1.6** The process for considering extensions began in Spring 2022, following the defined timescales, with a full review of the service areas and the performance of the contracts for all parties. An action plan was created identifying tasks for all partners focussed on the key areas for improvement within each contract. Some key challenges exist which are specific to each contract. At that time, it was agreed that no extensions would be offered, and a further review would be carried out in 2023 to test improvement against the action plan. Contract reviews then took place during Spring 2023 using the agreed action plans and considering any further issues which have emerged over the period.

**1.7** The extension clauses within the contract require the agreement of both parties to any proposed extension. The refresh procedure referred to above allows a full review of the contracts with each party able to explore those elements of the contract that do and don’t work for them and for changes to be made to reflect the results of the review.

## 2 Contract Performance levels

2.1 Contract performance has generally been strong. The management system has been developed significantly since the last suite of contracts but has retained the principles of ensuring fairness and transparency whilst rewarding good behaviours and outcomes. The introduction of a contract clause to allow damages to be paid to the Client should performance outcomes not meet required levels and the enhanced mechanism to add further financial incentive whether the contracts are in pain or gain situations has led to a much greater focus from suppliers on achieving their performance targets. The increased performance requirements set out at the start of the contract have challenged the suppliers and are directly influenced by the operational performance in each contract. The scale of the services delivered clearly differs between the parties, but there has been a steady increase in the performance metrics since the start of the contracts in 2020 (See table below).



## 3 Contract Refresh

### Highways Works Term Contract

3.1 This is the main contract that delivers the majority of the operational delivery for the Highway Service. Balfour Beatty are the highway work term contractor and took over the service from the previous incumbent Kier on 1st April 2020. A number of changes to delivery structure were introduced into this contract together with a stronger performance management regime. A key feature of the revised delivery centres around the reactive service which is used to carry out all the time sensitive repairs as defined within the Highways Infrastructure Asset Management Plan.

3.2 Due to the scale and variety of service delivered via the contract, the contract refresh procedure has taken longer in comparison to the Traffic Signals and Professional Services Contract.

The main areas of focus were:

- 3.3 Reactive Service** – As part of the contract awarded in 2020, LCC shifted from a Time Charge model to an incentivised target-based cost system that links the commercial model to the operational outputs. Balfour Beatty are responsible for the design, planning and completion of these works and the payment mechanism is based around a price per defect model to incentivise their efficiency. This is a consistently challenging area of any term maintenance contract but the revised mechanism has seen a significant improvement in service delivery both in terms of quality and speed. Even with these improvements, from the 1st April 2021, Low Service Damages have been applied against Performance Indicator three – Tasks completed within timescales - Reactive Works, as the delivery hasn't met the targeted bid position. Based on this performance concern a full-scale review of this service area has been completed over the past 12 months which has resulted in a number of improvements and efficiencies that have either been implemented or are due to be implemented over the next 6 months.
- 3.4 Street Lighting** – The recruitment of operatives needed to deliver the Street Lighting service within Lincolnshire has been extremely challenging over the past three years. The ability to attract candidates and maintain an affordable service has resulted in the Highway Works provider needing at times to introduce external sub-contractors at a higher cost to ensure basic levels of service delivery are maintained. This has also been coupled with a high turnover of Street Lighting managers on the contract leading to a prolonged period of instability. Like the reactive service, a number of initiatives have been developed over the past 12 months that aim to address the underlying factors causing operational delivery issues.
- 3.5** In addition to the operational delivery concerns, the contract refresh process reviewed the potential extension contract timescales. One of the major determinants of this is influenced by the greater opportunities that a longer extension gives in relation to fleet. A typical investment cycle for a Heavy Goods Vehicle is typically six years and was the reason for the initial and maximum extension period. Based on the Contract Refresh discussion it was concluded that a longer extension at a mid-way point would enable this efficiency to be fully realised. Issuing smaller extensions in blocks of one or two years would remove this opportunity and may result in progressive lack of investment.
- 3.6** As part of the contract refresh process the Highway Service has reviewed and benchmarked performance with contracts in alternative authorities. The methods, standards and level of innovation does not support changing a provider at this moment in time. In addition to these checks, the volume of Highway Term Maintenance Contracts coming up for renewal in 2026 is likely to result in a reduction in Value for Money as the market is likely to be saturated with local authorities carrying out similar procurements of this type.
- 3.7** Since the contract commenced on the 1<sup>st</sup> April 2020, the Performance measures have progressively improved from scores of 50% to now consistently averaging above 70%. In line with this improvement, the asset condition and general perception of the Service, during challenging market conditions, has also improved. Ensuring a prolonged phase of continued improvement is extremely important to

the Highway Service and one of the best ways to do this would be to offer an extension to the existing contract.

- 3.8** A major challenge to this approach is that the commercial sustainability of the contract has been in question since commencing on the 1<sup>st</sup> April 2020. The true picture was unclear in the first two years of the contract due to the impact of the Covid Pandemic. As working patterns and supply chain stability continued to improve, the commercial position of the contract has remained challenging.
- 3.9** During Years 1, 2 and 3 of the contract the open book “actual” cost to deliver the service is running approximately 8 – 10 % higher than the total of the prices tendered as part of the original bid. During this phase, the contract has been in significant pain.
- 3.10** In addition to this, LCC have also benchmarked service delivery costs with other contracts that have recently come to market. Benchmarking within the Reactive service, emergency response, street lighting and footway Price List items are significantly lower.
- 3.11** These pressures are known to be impacting on the wider Balfour Beatty business and as a result Balfour Beatty would not be prepared to extend the contract without this issue being addressed. Given the strong arguments in favour of an extension discussions have taken place over the terms on which an extension could take place which would be acceptable to both parties. These discussions have identified four areas where variations to the contract will be necessary.

#### **Efficiency Initiatives – LCC and Joint**

- 3.12** This involves creating a number of initiatives (some joint and some LCC) that will remove constraints on service delivery. Implementing these initiatives will help the financial stability of the contract by improving the efficiency of the service. The key areas are:
- Safety Inspections – Reactive resource programme capacity aligned with A road safety inspection response times.
  - Safety Inspections – Ad hoc safety inspections will be carried out in advance of A road resurfacing schemes on a rolling programme in line with Client’s works delivered outside the contract. The Contractor will utilise the available road space between closure points so that reactive faults near and at intervention level is completed efficiently.
  - Improvements to the interface and restrictions imposed for road space booking required to deliver the reactive service.
  - Continue to seek and implement innovative solutions for material, Traffic Management and process change for the reactive service.
  - Revert the Option X17 of the service level table in the Contract Data Part 1 to the original contract drafting for Performance Measure PI 3.

- Innovation – Footway. Implement a programme of Cold Recycled Bound Material, QVE (quick visco-elastic) to substitute traditional material at appropriate sites on all footway schemes.

**3.13** The total value of these initiatives are £779,250 per annum.

#### **Efficiency Initiatives – Balfour Beatty**

**3.14** The financial position can further be improved by Balfour Beatty improving productivity of work delivery. The reactive service is one area where improvements have been identified and Balfour Beatty have committed to making a number of improvements in this area. Some of the key improvements are:

- 45 hour working
- Mobile Hotbox
- Material Waste
- Plant and Fleet review - Short Term
- Contractor Identified Faults
- Plant and Fleet review - Medium/Long Term

**3.15** The total value of these initiatives are £526,000 per annum

#### **Price List adjustment**

**3.16** Consideration has been given to lifting the tendered Prices for certain elements of the work where the bid position is fundamentally apart from the actual and benchmarked position of delivering the service. This relates to the Reactive Service, Footways and Street Lighting. A number of adjustments will be agreed which are proportionate and clearly justified by benchmarking. All adjustments would still result in the rates being below the benchmarked rates. The total value of the adjustments once the efficiency initiatives are taken into account is £1,785,987 per annum. The adjustments to the Price List will be based on the historical volume of work delivered on contract to date.

#### **Improvements in Scope**

**3.17** To ensure that the contract continues to develop, LCC have made a number of enhancements to the Scope of works. These improvements will not only help improve service delivery but will offset the lift in prices above so that the economic balance of the original contract isn't disturbed. A list of the key Scope improvements are outlined below:

- Installation and running of an Operational Control Hub with three additional members of staff for the duration of the contract.
- The Contractor commits to improving the average defect units per day per gang for work delivered within the reactive service. In accordance with Scope Clause 717, the Contractor will instigate an Improvement Plan if the rolling

six-month average defect units per day per gang is lower than the same period from the previous year.

- When an appropriate opportunity arises, the Contractor commits to standardising the Terms & Conditions of the operatives to reduce the variability of contract types across the directly employed workforce.
- The Contractor will provide 20 days of software Support per annum to develop the Client's Highways Asset Management System for the duration of the contract.
- The Contractor will implement the LIP criteria mapping tool to target areas for social value intervention to ensure activities are focused and relevant for the residents of Lincolnshire.
- The Contractor will Integrate the compatible data capture of BIM360 on appropriate capital schemes, generally those with a value greater than £100,000 or those where improvement will be gained, with the Client's Highway Asset Management System.

**3.18** These changes have been captured in a draft Deed of Variation which would be signed at the same time as the extension to record the agreed changes to the contract.

**3.19** Following the conclusion of the contract refresh process, it is recommended that the Highways Works contract provider (Balfour Beatty Living Places) is offered a six-year extension from 31st March 2026 to the maximum permitted extension (as advertised in the original procurement documentation), taking service delivery to the 31st March 2032 on the revised terms generally described above.

**3.20** The above changes give rise to a budget pressure of £1,785,987 per annum, assuming that all initiatives are implemented. The overall Highway service budget can accommodate this change however it will result in less work being delivered and in time will impact both the level of service delivery and the condition of the major Highway assets unless it is met with additional budget. This additional budget requirement will not be needed until 1<sup>st</sup> April 2024. A figure of £1,785,987 will be added to the Medium Term Financial Plan 24/25.

**3.21** During the original procurement exercise the financial standing of Balfour Beatty was tested. The exercise has been repeated against up to date filed accounts and the tests have been passed. The result is that the Council's finance officers were satisfied that on the basis of their latest published, audited accounts, Balfour Beatty have sufficient financial standing for the Council to be content to extend the contract with them on the terms outlined within this report.

#### **Professional Services Contract**

**3.22** The professional services contract enables the Highway Service to top up with skills and resources to the existing labour pool that is required to deliver the Highway Service.

**3.23** The professional services contract was awarded to WSP who were also the previous supplier of the contracted services. Their bid built on their previous experience working with Lincolnshire particularly within the Technical Services Partnership (TSP) model where Lincolnshire County Council staff and consultants staff form an integrated team using appropriate skills and resources to complete works with an ability to issue further packages of work for schemes or specialisms beyond the scope, technical ability and resource level of the Lincolnshire based TSP.

The Contract Refresh process has focused on the following areas:

**3.24 Recruitment** – The ease and ability for the Professional Service Provider to fill Lincolnshire based engineers has been a challenge within the contract within years one, two and three. The challenge within the contract has been around recruitment and retention of staff in a very difficult labour market. Large national projects such as HS2 together with a declining workforce have been exacerbated by the ability of staff to work from home meaning that the market for consultants has become a national one rather than competing on a regional level as before. This has led to a significant change in the market since the pandemic which has now become the standard operating model in this area of the industry.

The constraints of a competitive bid process, engineering qualifications and a national skillset shortage has meant that the certain positions have remained vacant, often resulting in the work being completed within a national or international design office.

**3.25 Locally based staff** – As a result of the recruitment challenges there has been a notable drop in the overall number of Professional Service Contract staff based locally within Lincolnshire. This trend, also replicated for the LCC staff within Technical Services Partnership means that the ability to train and mentor junior staff has started to be impacted. To tackle this issue a number of initiatives have commenced and will form a key focus for the extension period.

**3.26** As part of the contract refresh process the Highway Service has reviewed and benchmarked performance with contracts in alternative authorities. The contract, measures and the way the service is set up is viewed as industry leading. The Highway Service needs a top up option for positions that are not 100% utilised and therefore this model remains the desired procurement option.

**3.27** Unlike the Highway Works Term Service Contract, there are very limited investment opportunities that present an argument for a long-term extension. The main driver for extending the contract is to provide surety for the Professional Service Provider to advertise positions and attract on a long term basis. However, based on exit interview feedback the main cause for staff leaving is the pay in comparison to other positions advertised nationally.

**3.28** In addition to the lack of investment opportunities, LCC and WSP are managing a challenging discussion in relation to performance issues encountered in the previous iteration of the contract. These discussions have the potential to impact on the relationship between the parties and therefore on the performance of the contract



through an extended term. However, to date, the relationship has remained positive and has been unaffected by this discussion and it is considered that this will remain the case.

- 3.29** The overall cost to deliver the Professional Services contract reduced from the previous iteration and has recently been benchmarked against similar framework contracts that are available for LCC to utilise. The analysis of this benchmarking phase concluded that the contract rates continue to offer good value. The rates within the WSP contract also correlate with the LCC Engineer role salaries for officers of the council carrying out similar roles and responsibilities.
- 3.30** Following the conclusion of the contract refresh process, it is recommended that the Professional Services Contract provider (WSP) is offered a two-year extension from 31st March 2026, taking service delivery to the 31st March 2028. This would leave four years available of the maximum permitted extension.
- 3.31** During the original procurement exercise the financial standing of WSP was tested. The exercise has been repeated against up to date filed accounts and the tests have been passed. The result is that the Council's finance officers were satisfied that on the basis of their latest published, audited accounts, WSP have sufficient financial standing for the Council to be content to extend the contract with them on the terms outlined within this report.
- 3.32** The proposal is to offer an extension on the existing contractual terms. Offering an extension on this basis will not result in any LCC budget pressure.

#### **Traffic Signals Term Contract**

- 3.33** The Traffic Signals contract was designed to be a standalone model as market testing carried out in 2017 concluded that the majority of Tier 1 providers carrying out Highway Service delivery would subcontract this service area.
- 3.34** The Traffic signals term contract was awarded to Colas in 2020 after having been operated by Peek Traffic (now Swarco) for a number of years. This was a new expansion into this particular market for Colas who have a substantial presence in other sectors of the industry but a very limited number of traffic signal only contracts.

The Contract Refresh process has focused on the following areas:

- 3.35 Resilience** - The market is very limited with only a small number of suppliers for both products/materials and engineers. Colas had intended to use their Lincolnshire contract to establish themselves within the market and develop their service in this sector. To date, this development has not materialised and the Contract Refresh process highlighted concerns in relation to resilience. Over the initial phase of the contract there has been a substantial change in the Key People delivering this contract. The ability of the wider Colas business to supplement or backfill positions is limited and remains a risk for the authority.

- 3.36 Equipment** - The key challenges in this contract area have been based around the supply of materials and equipment together with some resourcing issues. Colas had intended to manufacture a number of key items of equipment themselves but have not been able to justify the investment required to facilitate this production. Being a smaller supplier in the market has left them with difficulties ensuring supply is consistent and offers best value. Recruitment has also been a significant challenge in our geographically isolated market and limited local resource pool.
- 3.37 Wider business** - An attractive element of the original bid that hasn't come to fruition in Lincolnshire were the wider benefits that could be realised from the Colas business. Due to the scale and complexity of the business, the Traffic Signals contract at times has operated in isolation.
- 3.38** Whilst there are a number of concerns highlighted through the contract refresh process the operational performance in years one, two and three of the contracts has been very good with consistent scores in the 90% region. The ability to cope with the concerns raised in relation to resilience, equipment and the wider business is a testament to the operatives and management locally delivering the service. However, the concerns are significant and remain and the re-procurement of the contract would give an opportunity to address them.
- 3.39** Following the conclusion of the contract refresh process, it is recommended that the Traffic Signals Provider (Colas) is not extended, and a new re-procurement process is commenced.
- 3.40** The recommendation to re-procure the Traffic Signals contract is likely to incur a budget pressure for the Highway Service. The average cost to mobilise Traffic Signal bids received in 2019 was in the region of £50,000. The additional one off cost will cover the costs incurred setting up a new depot, stocking and carrying out activity to set up the contract in advance of the starting date. In addition to this, commercial and Highway Staff time, updating and developing the procurement documentation will need to be factored in. The Highway Service proposes that this is managed within the existing staffing arrangements.

#### **4 Offer**

- 4.1** Under the terms of the original contract, the extension offer is issued by LCC but it is for the Contractors and Consultants to accept the extension. The acceptance of the offer is not mandatory.
- 4.2** To protect the best interests of the Council, the Highway Service remains ready to instigate a new procurement if any extension offer is declined. The offer and acceptance timescale will be limited so that that adequate timescales remain to re-procure in advance of 1<sup>st</sup> April 2026 should the service need to do so.

#### **5 Affordability**

- 5.1** The recommendations as a result of the Contract Refresh process will ensure that the Highway Works and Professional Service contracts will continue to offer good

value to the Council. Extending the contracts will also ensure that service improvement initiatives continue whilst avoiding the need to re-mobilise the contract delivery. It will also ensure that improvements and initiatives already underway continue to progress at pace.

- 5.2 The providers' price proposals continue to be analysed against the historical cost of delivering the Highway Service, benchmarked with other authorities and compared with the open book cost to deliver the service. .
- 5.3 The recommendation of not extending the Traffic Signals Contract is likely to mean that the longer term objectives and goals of the service suffer and the service is likely to incur a remobilisation cost in the region of £50,000 if another provider is successful. The service has taken this into account when coming to its recommended position outlined in 3.39.

## **6 Sustainability**

- 6.1 Sustainability issues have been considered for the proposals detailed in this paper to understand the potential outcomes from any changes made to service delivery. In general terms, there is little impact from the proposals with a number of areas which are likely to see benefits. The increased opportunity from the longer extension to the Highway Works contract allows investment decisions to be made more effectively and are likely to see some different technologies being used across the fleet. The commitment to social value and the opportunities to improve the offering from the service by better targeting of hard to reach groups, improved relationships and longer term approach to recruitment are all likely to lead to an improved position. The service will continue to monitor and ensure the suppliers meet their sustainability targets across the contracts through the continued use of performance metrics and close management focus.

## **7 Legal Issues:**

### **Procurement**

As the proposal in relation to Professional Services is to extend the contract on the existing terms and the extension is provided for in the contract no procurement issues arise.

No procurement issues arise in relation to the proposals for the Traffic Signals contract as the proposal is to re-procure and the re-procurement will be conducted in accordance with legal requirements

In relation to the Highways Works contract, under the Public Contracts Regulations 2015 variations to a contract can give rise to a requirement to follow the procurement procedures unless the variation falls into one of a number of exceptions.

In particular a modification of a contract will not require a further procurement where all of the following conditions are met

- the modification does not render the contract materially different in character from the one initially concluded;
- the modification does not introduce conditions which, had they been part of the initial procurement procedure, would have—
  - (i) allowed for the admission of other candidates than those initially selected,
  - (ii) allowed for the acceptance of a tender other than that originally accepted,  
or
  - (iii) attracted additional participants in the procurement procedure;
- the modification does not change the economic balance of the contract in favour of the contractor in a manner which was not provided for in the initial contract or framework agreement;
- the modification does not extend the scope of the contract or framework agreement considerably;
- a new contractor does not replace the one to which the contracting authority had initially awarded the contract.

The contract refresh procedure Clause S719 of the Highways 2020 Contract Scope includes the provision for the Parties to look back and carry out a root and branch review of the services and identify the areas in which the contract has not worked well. Once the issues are identified the contract provision allows the parties to implement any necessary contract changes, set new targets and agree where any investments should be made to develop the services and implement mutually agreed improvement in the areas where the contract has not worked well.

In this case (i) the contract is not materially different, (ii) the changes are such as were envisaged by the refresh procedure which was in the original contract, (iii) given the efficiency initiatives that the contractor is required to implement or contribute to and the improvements in the Scope that they must comply with the economic balance of the contract is not changed in favour of the contractor, (iv) the scope of the contract is not extended considerably and in particular the value of the net effect of the efficiency initiatives and the Price List adjustments is only 4.3% of the value of the contract; and (v) the identity of the contractor is not changing.

In the circumstances, the extension of the Highway Works contract on revised terms is considered to be in accordance with the Council's procurement obligations.

### **Equality Act 2010**

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

An Equality Impact Analysis (EIA) has been carried out on the recommendations contained within this report. The EIA forms part of this report and can be found in Appendix D.

Positive Impacts:

- The contracts that assist in the delivery of the Highway Service have a proven track record of implementing social value improvements within the communities of Lincolnshire. Extending two of the contracts and re-procuring the Traffic Signals contract on a similar basis will ensure Apprentice schemes, work experience and work trials under the provider contracts continue.

- The recommendations of this report enable Council officers to instruct and design work that results in change to the physical environment. Projects that will be implemented over the remaining life of the contracts will have positive impacts on persons with physical disabilities. There is a range of advice, guidance and codes of practice drawn up to direct engineers and local authority officers on the best way to meet the needs of disabled people and these will continue to be adhered to.
- In addition to the providers approach to service delivery, the contract scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.

Negative Impacts:

- No perceived adverse impacts

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 JSNA and JHWS requirements have been considered. The recommended options will ensure Lincolnshire has delivery mechanisms in place to implement a well maintained and safe road network. Delivering a successful Highway Service will enable people to access the services they need, reduce the number of people killed or seriously injured and support the development of a local vibrant economy, all of which can impact on the health and wellbeing of individuals and communities.

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 proposed extensions to the service delivery contracts will have no direct impacts.

**8. Conclusion**

Over the past twelve months, the Highway Service has carried out a detailed review of external delivery contracts working collaboratively with its partners to ensure that the service can obtain the best delivery model. The Contract Refresh process has identified a great number of successes but also identified weaknesses that need to be addressed. The

weaknesses will form an ambitious programme of improvements that will commence within the next phase of service delivery following the outcome of this decision.

The recommendation of the report is to offer an extension within the Highway Works and Professional Services Contract and commence a re-procurement of the Traffic Signals Contract.

**9. Legal Comments:**

The Council has the power to give effect to the recommendations which are in accordance with the Council's procurement obligations for the reasons set out in the Report.

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

**10. Resource Comments:**

The costs incurred from approving the recommendations contained in this report will largely be met from the Council's approved revenue and capital budgets.

The report highlights the ability for these contracts to be flexible to adapt to future budget changes. Any remaining cost pressures, after consideration of service efficiency initiatives, will be addressed through the Council's normal financial planning processes. The approved budgets also include a contingency which can be utilised for any additional cost pressures that arise between planning cycles.

Accepting the recommendation to extend the contracts will ensure the Council continues to receive good value for these services.

**11. Consultation**

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

N/A

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

Yes

**c) Scrutiny Comments**

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 30 October 2023 and the comments of the Committee will be reported to the Executive.

#### d) Risks and Impact Analysis

See the body of the Report

### 12. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Analysis

### 13. 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
Highways 2020 Contract Award Decision – Decision Reference IO17884	<a href="#">Report Reference: (moderngov.co.uk)</a>

This report was written by Jonathan Evans, who can be contacted by email at [Jonathan.Evans@lincolnshire.gov.uk](mailto:Jonathan.Evans@lincolnshire.gov.uk)



## 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**

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<b>Title of the policy / project / service being considered</b>	Highways 2020 Extension Proposals	<b>Person / people completing analysis</b>	Jonathan Evans/Tom Gifford
<b>Service Area</b>	Client and Contract Management Services	<b>Lead Officer</b>	Jonathan Evans
<b>Who is the decision maker?</b>	Executive	<b>How was the Equality Impact Analysis undertaken?</b>	Discussion between officers involved using guidance on Equality & Diversity.
<b>Date of meeting when decision will be made</b>		<b>Version control</b>	V0.1
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	Existing policy/service/project	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Re-commissioned
<b>Describe the proposed change</b>	Lincolnshire County Council awarded three contracts to deliver most of the highways service, excluding major schemes, to commence on the 1 <sup>st</sup> April 2020 with an initial term of six years and extensions available up to a further six years. It is proposed that Balfour Beatty are offered a further six year extension for the Highway Works Term Contract, WSP are offered a further two year extension for the Professional Services Contract and Colas are not offered an extension for the Traffic Signals Term Contract and a procurement exercise is started to award a new contract for commencement on 1 <sup>st</sup> April 2026.		

### **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 1<sup>st</sup> 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

<p><b>Age</b></p>	<p>The Highways 2020 Extension Proposals will continue to deliver the social value benefits identified within the initial 2020 project assessment. There will be a requirement for any bidder to make similar commitments in an further procurement exercise. The suppliers have and will continue to encourage Apprentice schemes, work experience and work trials within the provider contracts which will impact positively on creating opportunities for young people.</p> <p>The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<p><b>Disability</b></p>	<p>The Highways 2020 Extension Proposals enable Council officers to instruct and design work that results in change to the physical environment. Projects that will be implemented over the life of the contract will have positive impacts on persons with physical disabilities. A range of advice, guidance and codes of practice has been drawn up to direct engineers and local authority officers on the best way to meet the needs of disabled people and these will be adhered to.</p> <p>The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<p><b>Gender reassignment</b></p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<p><b>Marriage and civil partnership</b></p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<p><b>Pregnancy and maternity</b></p>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>

**APPENDIX A**  
**Equality Impact Analysis**



<b>Race</b>	<p>The suppliers identified in the recommendation and any future supplier each have organisational commitments to increase their proportion of ethnic minorities within the workplace.</p> <p>In addition to the providers approach to service delivery, the contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<b>Religion or belief</b>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<b>Sex</b>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>
<b>Sexual orientation</b>	<p>No specific positive impact. The contract Scope dictates that the providers must adhere to the Lincolnshire County Council equality and diversity policy.</p> <p><a href="https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article">https://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/equality-and-diversity/-equality-and-diversity-in-employment-policy/126933.article</a></p>

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**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.**

**APPENDIX A**  
**Equality Impact Analysis**

**Negative impacts**

Negative Impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below.

<b>Age</b>	No perceived adverse impact.
<b>Disability</b>	No perceived adverse impact.
<b>Gender reassignment</b>	No perceived adverse impact.
<b>Marriage and civil partnership</b>	No perceived adverse impact.
<b>Pregnancy and maternity</b>	No perceived adverse impact.
<b>Race</b>	No perceived adverse impact.
<b>Religion or belief</b>	No perceived adverse impact.
<b>Sex</b>	No perceived adverse impact.
<b>Sexual orientation</b>	No perceived adverse impact.



**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)

**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](mailto: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.

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**Objective(s) of the EIA consultation/engagement activity**

Consultation held with all suppliers for the Highways 2020 Extension Proposal and the Client and Contract Management Team.

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

Age	None identified.
Disability	None identified.
Gender reassignment	None identified.
Marriage and civil partnership	None identified.
Pregnancy and maternity	None identified.
Race	None identified.

**APPENDIX A**  
**Equality Impact Analysis**

<b>Religion or belief</b>	None identified.
<b>Sex</b>	None identified.
<b>Sexual orientation</b>	None identified.
<b>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?</b> The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes.
<b>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?</b>	The benefits will be monitored through the contractual performance indicators and commitments made by suppliers during the review process. Any new contract will also be monitored in the same fashion.

Further Details	
	If yes, please give details. None

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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	Jonathan Evans	Continual Monitoring.
<b>Signed off by</b>	Jonathan Evans	<b>Date</b>	08/09/2023

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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Anglian Water Performance - Six-Month Review</b>

**Summary:**

This is a follow-on report from the report received at the Highways and Transport Scrutiny Committee on 24 April 2023 (Agenda Item 5) and provides an update on Anglian Water's performance when undertaking work on or next to the highway, as part of its statutory undertakings.

The report identifies areas of cooperation regarding Anglian Water's quality of work and traffic management and provides details on the progress since their attendance at the April Committee.

The report contains background, data, actions, and ongoing steps obtained by Lincolnshire County Council's Streetworks and Permitting Team.

Anglian Water submit approximately 20,000 permit applications a year, around a third of all permits, making the utility the largest works promoter in the County. Thus, performance issues can and will affect the flow of traffic on the County's highway network.

**Actions Required:**

The Highways and Transport Scrutiny Committee is invited to:

- (1)** review and comment on the contents of this report;
- (2)** ask questions of Anglian Water regarding the report and make recommendations as the Committee sees fit; and
- (3)** request that a further update report on the proposed action plan is added on the Committee's future work programme (proposed for summer 2024).

## 1. Background

Following the report and presentation received from Anglian Water (AW) on 24 April 2023 (Agenda Item 5), this report provides an update on the AW action plan and improvements achieved so far.

AW's work volume in 2023/24 has reduced (this follows a significant increase in work in summer 2022, due to the hottest summer on record), although they remain the largest works promoter in Lincolnshire, undertaking 31% of the 70,000 permits submitted to the County Council (LCC) each financial year.

AW are heavily targeted by their regulator Ofwat, in respect of keeping customers supplied with water and repairing burst/leaking mains within a swift timeframe. AW committed to working with LCC to improve their performance in several key areas.

S.60 of NRSWA 1991 places a legal duty on all statutory undertakers to 'use his best endeavours to co-operate with the street authority and with other undertakers—

- (a) in the interests of safety,
- (b) to minimise the inconvenience to persons using the street (having regard, in particular, to the needs of people with a disability), and
- (c) to protect the structure of the street and the integrity of apparatus in it.'

In relation to AW's legal duties under S.60, positive actions have been taken to improve, however, further, and continued action is required to achieve consistency.

### **General actions and outcomes**

The following actions and outcomes have taken place and are ongoing:

- AW were the first utility company to commit to the [Lincolnshire Street Works Charter](#), which LCC launched on 1<sup>st</sup> September 2023 – further meeting planned for November 2023 to embed the objectives of the charter.
- AW initiated a circa £350,000 Road Closure Reduction Project, with a view to completing works under less intrusive forms of traffic management where possible. LCC have attended and contributed suggestions to four project meetings since April. This project has since been extended with further funding provided to cover temporary traffic signals. Since April 2023, the Reduction Project initiatives have prevented 56 road closures, where works were able to take place with lesser impactful traffic management.
- As part of the above project, discussions are taking place around a trial of the use of 'Temporary Obstruction 15-minute delay' boards where these would be more appropriate than a full road closure. A trial will be conducted in the near future in Lincolnshire and Suffolk. LCC will align the requirements for these with Suffolk to ensure consistency for AW. This traffic management option is best suited for low

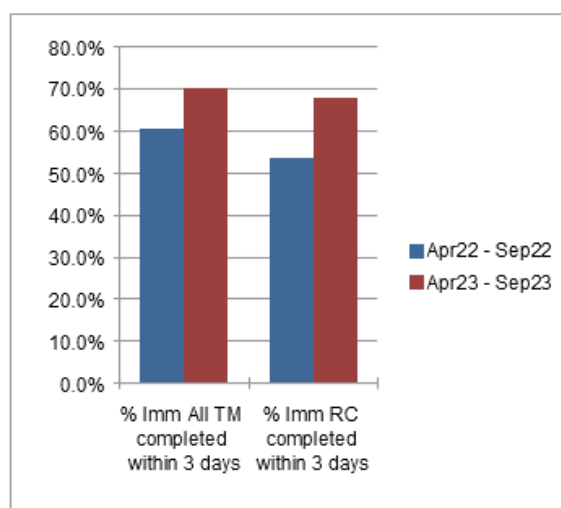
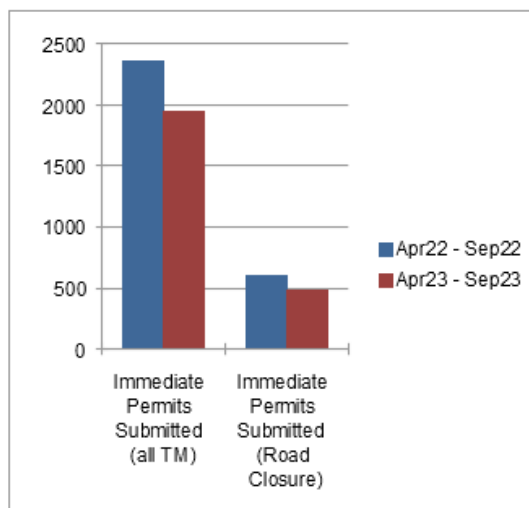


traffic rural areas or residential streets and is less disruptive and has the ability to be removed quickly when not required for site operation.

- AW are now making payments for temporary traffic regulation orders (TTROs) online, which is providing a cost and time saving for LCC and is greatly appreciated.
- The previous report identified that AW did not have a mechanism for prioritising works with positive traffic management (i.e., road closures and traffic signals), where it is expected these should be given a higher priority for completion to reduce disruption to road users. AW completed system changes to allow prompt identification of such sites which has been a reduction in their overall works durations.
- AW have reduced the duration of works with road closures and traffic lights. 67% of AW road closures are now completed within three working days, an improvement of 14%, which is pleasing within a six-month period. 70% of all immediate works are now completed within 3 working days, an improvement of 10%. 95% of both road closure and traffic signal work is completed within five working days. Where the duration for these types of works is longer than these timescales, this can mostly be attributed to other factors such as where a more complex repair is required.

#### AWA Immediate Permits - Half Year Comparison

	Apr 22 - Sep 22	Apr 23 - Sep 23	Change
Immediate Permits Submitted (all TM)	2356	1947	-409
Immediate Permits Submitted (Road Closure)	604	483	-121
Completed in 3 days (all TM)	1419	1365	-54
Completed in 3 days (Road Closure)	323	327	+4
% Imm All TM completed within 3 days	60.2%	70.1%	+9.9%
% Imm RC completed within 3 days	53.5%	67.7%	+14.2%



- AW issued a briefing to contract partners with regards to removing road closures where safe to do so and when the closure is not needed for site operation (i.e., in

between the actual works and reinstatement), which was an agreement made as part of the Street Works Charter. Compliance in this area is still inconsistent and further investigations and briefings are required to ensure further improvement.

- AW delivered traffic management awareness training, procured from a leading industry representative. The training focused on their Network Technicians who raise jobs and suggest traffic management. LCC attended the training, and it was felt beneficial.
- Since April 2023, LCC have issued Duration Challenges (requesting AW complete works in a quicker timeframe than their initial permit submission) on 237 works. 40% of these were rejected by AW, although a further challenge was issued by LCC on 50% of the rejections – discussion is ongoing with AW regarding the importance of Duration Challenges and ensuring they are adhered to wherever possible going forward.
- AW have reduced the number of outstanding reinstatement defects by 60%. LCC carried out remedial work on AW’s most longstanding defects and recharged the costs. LCC will consider this again should it prove necessary.
- LCC have increased on site monitoring of AW works, undertaking an average of 18 inspection per working day (around 40% of all AW works in progress at any one time).
- Through increased monitoring, LCC have identified more Fixed Penalty Notice offences for AW works, leading to a 60% increase in Q1 and Q2 of the 2023/24 financial year. These offences are reviewed at performance meetings held between LCC and AW with a view to a reduction going forward. The increase in offences relates to the increase in inspections and an enhanced method of identifying ‘administrative’ offences, which whilst are legislative breaches, are unlikely to have a direct impact on road users. The breakdown of the Fixed Penalty Notices (1 April – 30 September 2023) is shown below:

Works Promoter	05 - SECTION 70 (Incorrect Reinstatement Registration)		06 - SECTION 74 (Incorrect Start/Stop Information)		08 - REGULATION 19 (Working without a valid permit)		09 - REGULATION 20 (Breach of permit condition)		Total Count of Offence code	Total Sum of Charge
	Count of Offence code	Sum of Charge	Count of Offence code	Sum of Charge	Count of Offence code	Sum of Charge	Count of Offence code	Sum of Charge		
ANGLIAN WATER	88	£7,040.00	484	£38,720.00	13	£3,900.00	188	£15,040.00	773	£64,700.00

- Since April 2023, AW have reduced Section 74 overstay offences (where works continue after the agreed permit dates expire) by 74% which is a vast improvement and reduces prolonged disruption to road users.
- LCC have continued to undertake inspections at weekends on a random basis. These inspections focus on sites which should have been completed on the preceding Friday. When these inspections were conducted throughout the 2022/23 financial year, a significant number of AW works were found still in-situ

and Fixed Penalty Notices issued for these. Since April 2023, inspections at a weekend have found a significant reduction in this non-compliance by AW, with very few instances found.

- Regular performance meetings continue to be held and issues identified are discussed and investigated.

#### **24 April 2023 Actions/Outcomes**

- LCC have shared data with AW and asked that they look to prioritise sites with traffic management for completion in a quicker timeframe.

***Update** – as identified above, AW works with positive traffic management is now being completed in a quicker timeframe. LCC will continue to monitor this to drive further improvement.*

- LCC will aim to inspect all immediate road closures within 48hrs to assess the works and traffic management.

***Update** – LCC have inspected a larger volume of AW works with positive traffic management, issuing Duration Challenges and Authority Imposed Variation (imposing specific conditions around removal of road closures and traffic management) where appropriate. LCC will continue to do this and monitor improvement.*

#### **Further areas of improvement**

##### **Unnecessary Road Closures / Works Durations**

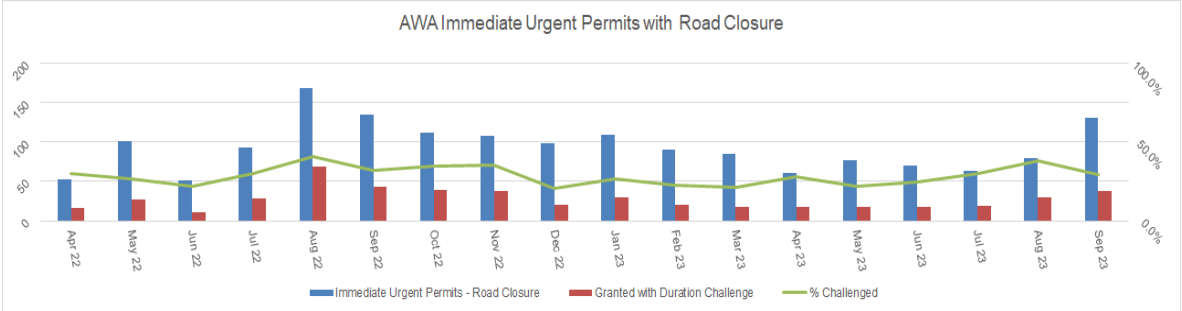
An agreement is made as part of the Charter, that road closure signs will be removed/set aside when not required for site operation. As identified above, there have been improvements in this area, however, it is felt that further work is required to achieve consistency.

The Street Works Charter objectives seek to address road closures being left up for long period of time, where work takes place outside of the carriageway and nobody is seen working. This causes unnecessary disruption and gives a poor public perception of road works and typically happens in rural areas because of the gap between repairs being undertaken and the reinstatement being complete.

The nature of leaving roads closed unnecessarily also creates a potential hazard for operatives when they are working, as road users are more likely to attempt driving through a closure point believing they can travel through.

Another issue still being explored, is traffic management being set up before it is confirmed a team is available to attend site. LCC have asked AW to ensure a team is available before setting up traffic management and adherence to this is being monitored.

Anglian Water immediate road closures shown below in blue. Number granted with a challenge to the duration in red, average of 30%.



**Temporary Traffic Regulation Orders (TTRO) not applied for**

The April 2023 report outlined that AW had failed to apply for a TTRO for 23% of road closures. Whilst permits were in place for these works, a TTRO is required to legalise a road closure. LCC recovered costs of circa £220,00 from the missing applications.

AW also failed to provide LCC with diversion information for emergency road closures, meaning we were unable to publish accurate diversion routes via One.Network for members of the public to use.

Since April 2023, AW have failed to apply for a TTRO for 163 road closures (12%). This is an improvement on the previous period.

**Actions:**

- LCC to continue to gather data in this area and re-charge the costs to AW. LCC have asked AW to review working practices and ensure this is improved going forward. Costs recovered so far since April 2023 circa. £85,000.

**Defects**

The April 2023 report outlined 250 outstanding AW defects, which were greater than six months old (the timeframe for which they should be completed). Through the action plan improvements, AW have reduced this number by 60%.

In total, AW currently have 380 reinstatement defects outstanding.

AW are targeted to achieve 90% passes across sample inspections, which are randomly generated by the Department for Transport’s Street Manager system. LCC undertake further inspections over and above the randomly generated amount to ensure a wider range of works are reviewed, both whilst works are being undertaken and after they are reinstatement.

Current data is shown below:

*Cat A – live site inspection during works*

*Cat B – visual reinstatement inspection within 6 months of works completion*

*Cat C – within 3 months preceding the expiration of the guarantee period (2yrs)*

**Random Sample Inspection Pass and Fail Percentages - Quarter 1: 1 April - 30 June 2023**

Organisation	Total Passed	Total Failed	Sample failure rate	Sample pass rate	Current Inspection Rate
ANGLIAN WATER	531	85	13.8	86.2	30%

**Random Sample Inspection Pass and Fail Percentages - Quarter 2: 1 July – 30 September 2023**

Organisation	Total Passed	Total Failed	Sample Fail Rate	Sample Pass Rate	Current Inspection Rate	Expected Q3 Inspection Rate
ANGLIAN WATER	522	95	15.40%	84.60%	30%	35%

**Next steps**

- Street Works Charter meeting to be held in November to explore consistently implementing the charter objectives.
- AW to continue to work through the objectives of an updated action plan.
- Performance meetings to continue between LCC and AW to investigate and discuss issues and ensure solutions are put into place.
- LCC to continue current level of inspections to ensure non-compliance issues are identified and resolved.

**2. Conclusion**

The ongoing steps taken by AW have seen an improvement in performance since April 2023 and LCC will continue to work with Anglian Water to seek further improvements, reducing the detrimental effect on the expeditious flow of traffic upon our highway network.

Continued collaboration and cooperation with Anglian Water will help to improve traffic flows and reduce congestion. Increased compliance will reduce the number of fines and penalties Anglian Water incur and adds a beneficial incentive to further collaboration with Lincolnshire County Council.

The Street Works and Permitting Team will ensure the objectives of the Street Works Charter are embedded throughout AW’s working practices.

### 3. Consultation

#### a) Risks and Impact Analysis

Failure to encourage a commitment to further collaboration and cooperation could cause a delay to improving traffic flows, as required by the Lincolnshire Permit Scheme for road and utility works.

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Anglian Water Slides

### 5. Background Papers

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

This report was written by Mick Phoenix, Traffic Manager who can be contacted on 01522 552105 or [mick.phoenix@lincolnshire.gov.uk](mailto:mick.phoenix@lincolnshire.gov.uk).

# Streetworks System Review Project; What is it?

Anglian Water continue to recognise the importance of **Streetworks** and ensuring our compliance with current and new Legislation and being able to evolve. An **investment of approx. £750k** was made to the Streetworks System Review Project to enhance our tools to enable this, as well as to bring our people on this journey and understanding the **importance of Legislation and Permits**.

There are 2 parts to the Streetworks Project; **Streetworks Compliance Analysis and Reporting Tool** and **Mobile Start Stop**.

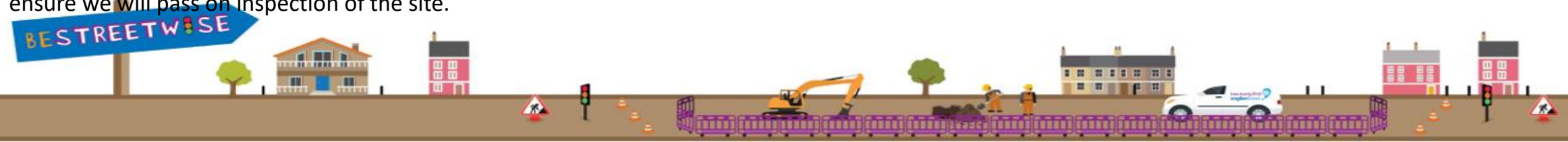
**Streetworks tool** focuses on replacing our current solution and is **due to Go Live early 2024**, as well as delivering a number of other improvements such

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- A tool to **effectively manage defects, inspections & fines** and enable accountability and improved ways of working.
- The **full use of Street Manager functionality**. This will enable more efficient ways of working and accurate data.
- **Improved reporting & dashboards** to enable proactive review of permits.
- **Changes to the ways in working across the business** to meet Legislation requirements – led by AW Business Change Manager & Lean Consultant.
- **Improved training** suite of mandatory permit awareness courses and improvements to current courses to include permit understanding & regulation.

**Mobile Start Stop** will provide Field users the ability to **start and stop permits** which will reduce the risk of starting and stopping permits outside of the 2 hour window and therefore **reducing the number of FPNs**. We will initially commence with a **Proof Of Concept which will start in October**.

As part of Mobile Start Stop, we will also be **trailing Quality Checks** at the point of starting and stopping permits. The Quality Checks will **enforce the field user to provide mandatory pictures** for an office person to **check the quality criteria has been met** and that the permit can be started or stopped & also ensure we will pass on inspection of the site.



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Potential Topics for Scrutiny Review by Scrutiny Panel A</b>

**Summary:**

On 28 September 2023, the Overview and Scrutiny Management Board requested each overview and scrutiny committee to consider whether it has a topic that would benefit from an in-depth scrutiny review by Scrutiny Panel A. The Overview and Scrutiny Management Board is due to evaluate the suggestions at its meeting on 21 December 2023.

This Committee is requested to consider whether it would wish to make a suggestion for a potential scrutiny review topic to the Overview and Scrutiny Management Board.

**Actions Required:**

To consider the request from the Overview and Scrutiny Management Board for a suggestion for an in-depth scrutiny review by Scrutiny Panel A, bearing in mind the following criteria (as detailed in Appendix A):

- (a) Would the proposed review topic add value?
- (b) Is the proposed review topic of concern to local residents?
- (c) Is the proposed review topic a priority for the Council or partner agency?
- (d) Would the proposed review topic avoid duplication with any other reviews or actions?
- (e) Is the proposed review topic unlikely to be affected by new legislation or guidance in the coming year?
- (f) Is the review topic sufficiently focused to be completed within an appropriate timescale?

## **1. Scrutiny Panel A and Scrutiny Panel B**

Scrutiny Panel A and Scrutiny Panel B have recently completed their respective reviews of Town Centre Improvements and Lincolnshire Agricultural Sector Support, which have each been presented to the Council's Executive. The Overview and Scrutiny Management Board, which is responsible for allocating topics, has already assigned the topic of Traffic Management in Lincolnshire to Scrutiny Panel B as its next review, and is seeking a topic for Scrutiny Panel A to undertake.

As has previously been reported, Scrutiny Panels conduct their reviews in accordance with the following principles:

- Scrutiny panels should aim to collect a broad range of evidence on the particular review, interviewing interested parties, and engaging local communities, where this is feasible.
- Scrutiny panels should focus on developing realistic recommendations for improvement in relation to the topic under review.
- Scrutiny panels will submit their draft reports to the relevant overview and scrutiny committee for consideration, approval and onward referral as appropriate.

Scrutiny Panels undertake their reviews in accordance with the terms of reference and timetable determined for each review by the Overview and Scrutiny Management Board.

One of the essential roles of overview and scrutiny is to carry out in-depth reviews where the outcomes can clearly influence and improve policy and service delivery for the people of Lincolnshire. In accordance with the Council's constitution, this role is undertaken by the two scrutiny panels.

These two scrutiny panels provide an opportunity for scrutiny councillors to consider a particular topic in detail, for example by engaging with a range of individuals in less formal settings, which is not always possible in the formal setting of a committee meeting. Based on the evidence received, a report is compiled, with the panel making recommendations for possible improvement.

## **2. Identifying Potential Scrutiny Review Topics**

A Scrutiny Panel should only be set up when a suitable topic for a scrutiny review is identified by the Overview and Scrutiny Management Board using the Prioritisation Toolkit. Suggestions for scrutiny reviews may come from a variety of sources such as the scrutiny committees, other non-Executive Councillors, Executive Councillors, and senior officers.

When considering a potential topic for a scrutiny review, it is important that the Board ensures that the potential scrutiny review will not be duplicating any review work that is being undertaken by officers or external partners. The remit for the potential scrutiny review should be focused and not too broad, so that an in-depth review can be completed within a set timescale and will lead to achievable outcomes.

### **3. Role of Overview and Scrutiny Management Board**

The Overview and Scrutiny Management Board is responsible for making decisions about whether a scrutiny panel is merited, and in so doing the Board applies the guidance in the prioritisation toolkit attached at Appendix A.

Once a potential topic for a scrutiny review has been identified by the Overview and Scrutiny Management Board and assigned to a scrutiny panel, the terms of reference will be drafted by the Scrutiny Panel and submitted to the Overview and Scrutiny Management Board, if they have not already been approved by the Board. This does not prevent the panel from undertaking initial work on its topic.

### **4. Composition of Scrutiny Panels**

Each scrutiny panel may comprise up to eight members including its chairman and vice chairman appointed by the County Council. The remaining members of each panel are appointed for each particular review, and there is an aim to make the membership politically inclusive. All non-executive councillors are eligible, with nominations for membership being sought from the leader of each political group.

### **5. Role of Overview and Scrutiny Committees – Approval of Final Report**

As stated above, when each scrutiny panel completes its review, its draft report is submitted to the relevant overview and scrutiny committee for consideration and approval. Following its approval, the final report, including any recommendations, is submitted to the relevant decision-making body, which in most instances would be the Executive for matters relating to the County Council's executive functions. The relevant scrutiny committee is responsible for receiving the response to the review and for any future monitoring of recommendations.

### **6. Commentary from the Executive Director / Lead Officers**

The Executive Director of Place has not made a suggestion of a topic for consideration by the Committee on this occasion.

Reasons for this:

- a) Completion of two Scrutiny Reviews within the remit of Place directorate in 2022/23;
- b) Review topic (Traffic Management Policy Review) already allocated to Scrutiny Panel B which falls within the remit of Highways (Place) directorate; and
- c) Two major Transformation Projects currently ongoing within Communities (Place) which will potentially pose significant workload pressures.

### **7. Conclusion**

Following the decision by the Overview and Scrutiny Management Board on 28 September 2023, this Committee is being asked to consider whether it wishes to suggest a scrutiny review

topic, for the Board to assign to Scrutiny Panel A in December. In responding to the Board, the Committee may wish to be mindful of the criteria set out in Appendix A to this report.

## 8. Appendices

These are listed below and attached at the back of the report	
Appendix A	Scrutiny Prioritisation - Prioritisation Toolkit

## 9. 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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk).

## Scrutiny Prioritisation

Prioritisation is a key tool for successful scrutiny. Selecting the right topics where scrutiny can add value is essential for scrutiny to be a positive influence on the work of the Council. Scrutiny committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

The questions below are a guide to help members and officers consider and identify key areas of scrutiny activity for consideration.

### Will Scrutiny input add value?

- Is there a clear objective for scrutinising the topic?
- What are the identifiable benefits to residents and the council?
- Is there evidence to support the need for scrutiny?
- What is the likelihood of achieving a desired outcome?
- Is the topic strategic and significant rather than relating to an individual complaint?
- Are there adequate resources to ensure scrutiny activity is done well?

### Is the topic a concern to local residents?

- Does the topic have a potential impact for one or more section(s) of the local population?
- Has the issue been identified by Members through surgeries and other contact with constituents?
- Is there user dissatisfaction with service (e.g., increased level of complaints)?
- Has the topic been covered in the local media or social media?

### Is it a Council or partner priority area?

- Does the topic relate to council corporate priority areas?
- Is there a high level of budgetary commitment to the service/policy area?
- Is it a poor performing service (evidence from performance indicators /benchmarking)?

### Are there relevant external factors relating to the issue?

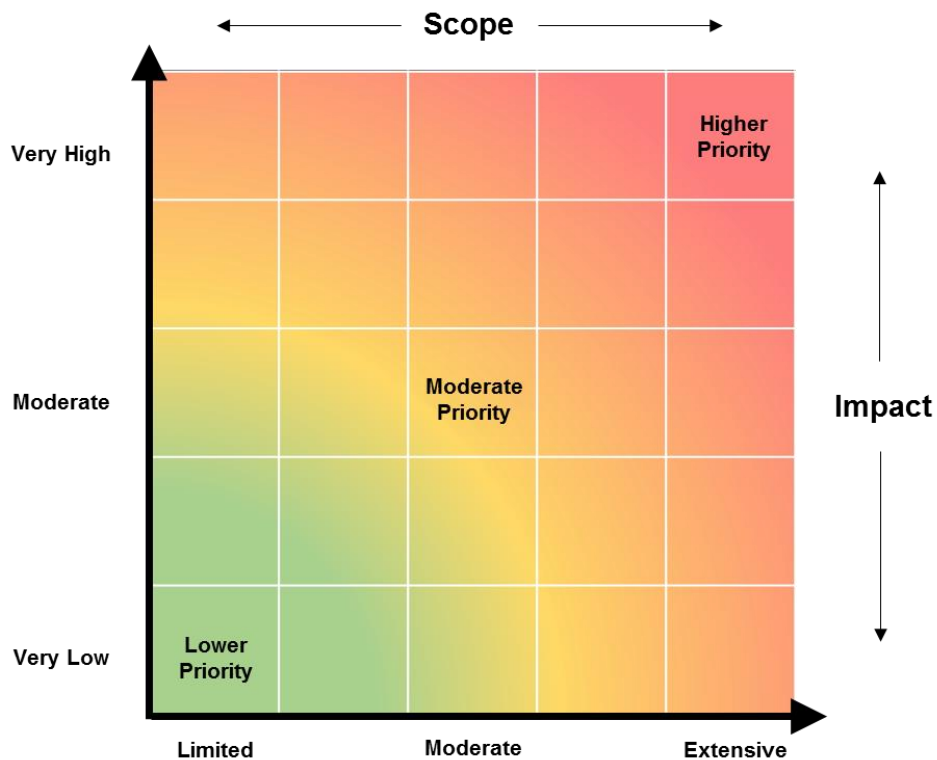
- Central government priority area.
- New government guidance or legislation.
- Issues raised by an internal or external audit or from formal inspections, etc.
- Key reports or new evidence provided by external organisations.

### Criteria for not considering topics

- There is no scope for scrutiny to add value/make a difference or have a clear impact.
- New legislation or guidance is expected within the next year.
- The issue is being examined elsewhere - e.g., by the Executive, working group, officer group or other body.
- The objective of scrutiny involvement cannot be achieved in the specified timescale required.

### Prioritisation Matrix

The prioritisation matrix shown below is a framework to aid in prioritising a number of scrutiny options or topics. Each topic should be assessed in terms of the impact it would have and the overall scope of the activity.

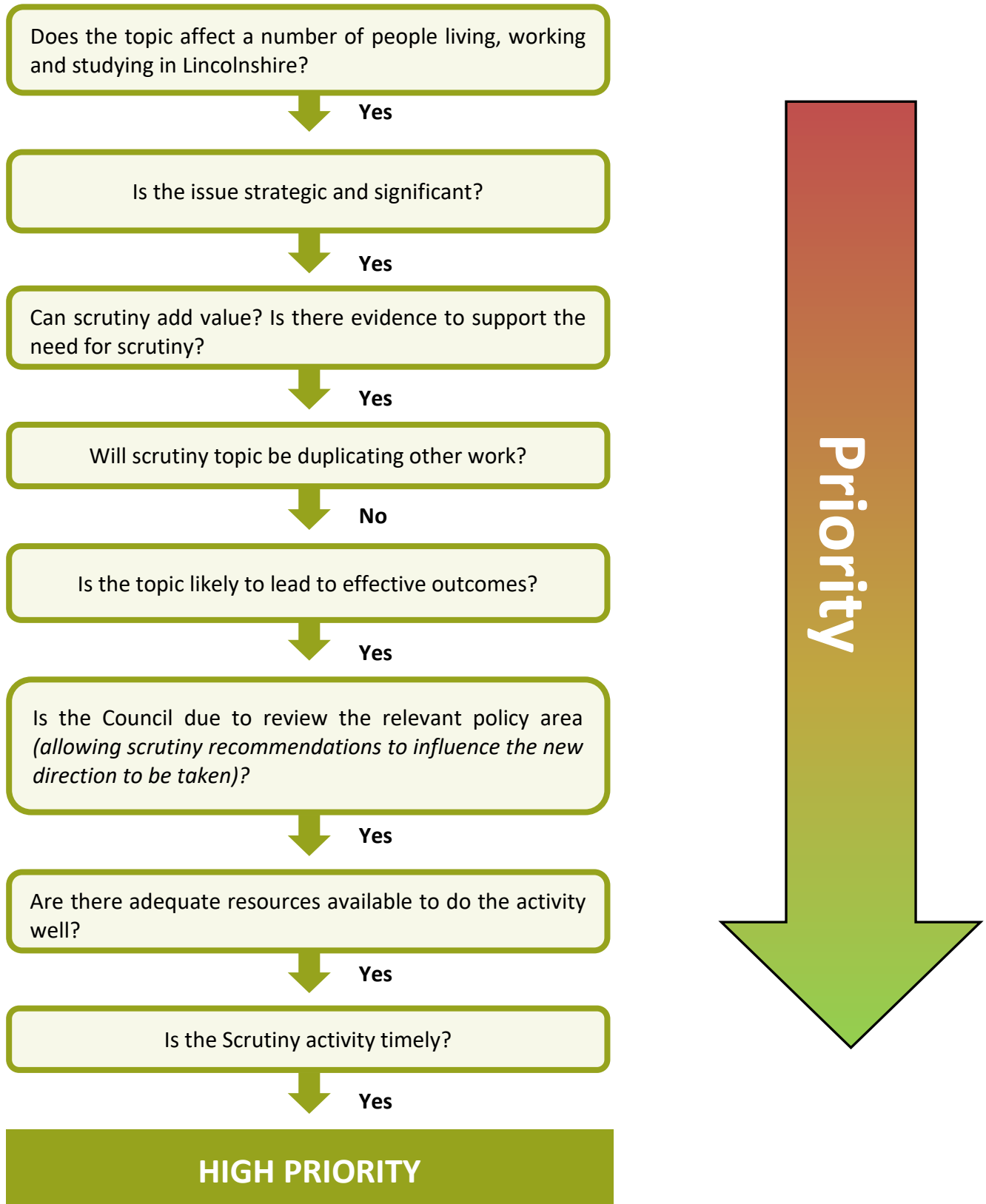


When considering the scope and impact of a Scrutiny item it is important to consider the following areas:

- People / Communities
- Assets / Property
- Financial
- Environmental
- Reputation
- Likelihood of Impact
- Resource Required
- Cost Effectiveness

## Prioritisation Tool

The prioritisation tool below can be used in deciding on whether an issue would warrant being considered by Scrutiny or the subject of a Scrutiny Review.



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Transport Connect Limited (TCL) - Teckal Company Annual Update</b>

**Summary:**

This report provides an update on the Council's wholly owned company, Transport Connect Ltd (TCL), since the previous report considered in October 2022.

The purpose of the report is to provide a summary of the strategic direction of the company; an update of how TCL provides a further option to the County Council to deliver its obligations for educational travel and public transport; and finally, to give assurance that the company complies with the requirements of a private limited company.

**Actions Required:**

Members of the Highway and Transport Scrutiny Committee are invited:

- (1) to consider and comment on this report; and
- (2) to agree any additional comments to be passed onto the Executive Councillor for Highways, Transport and IT for his consideration.

## **1. Background**

### **1.1 A summary of the purpose of TCL**

TCL was formally established in 2016. It is a "Teckal" Company, Limited by Guarantee with the County Council being the sole member. A "Teckal" Company restricts its ability to trade beyond the activities it delivers for the Council, to a maximum limit of 19.9% of its turnover and it enables the Council to award contracts directly to the company without having to tender in the open market and, therefore, not having to comply with the Public Contracts Regulations. Initially, TCL's activity for the Council was focused on providing educational travel, particularly to Special Education Needs (SEN) establishments through One School One Provider (OSOP) contracts but also other Educational Travel contracts and

CallConnect. The company now operates additional CallConnect contracts including some in the north of the County. More recently, there has been expansion into the maintenance provision of highway vehicles, primarily the gritters and the specialist vehicles used by the Lincolnshire Laboratory service.

1.1.2 Transport Services is intending to undertake a review of the supplier market for travel provision and, as part of this, the purpose of TCL will also be reviewed. The supplier market of more than 360 operators has naturally evolved since TCL was first established, and the Council needs to have greater understanding about market sufficiency issues in order to plan its network in the future and to ensure that TCL is delivering what the Council requires.

## 1.2 The Council's governance of TCL

The Council has in place a robust Members' Agreement which both parties adhere to and as part of this, the Board of Directors is chaired by a senior officer in the Council – Nicole Hilton, Assistant Director of Communities. There have been no changes to the board membership since the previous update report. However, the Head of Transport Services now attends all Board meetings in the role of lead commissioner for travel provision contracts, along with the owner representative.

1.2.1 The Council and TCL undertook an independent review of governance as a collaborative piece of work, and all recommendations have been implemented.

1.2.2 The Board of Directors has introduced a quarterly review of the company's risk register, which is updated when new risks are identified. The focus of the quarterly update is to identify the most significant risks using the same scoring matrix as the Council. Currently, the most significant risk for TCL is the continued driver shortages and their resilience to deliver services. TCL is participating successfully with the Boston College Driver Training School and is in the process of upskilling four of the existing TCL drivers through this training programme. Boston College currently has a programme of training HGV and PSV (bus) drivers which has benefitted a number of local bus operators, and which has been in partnership with the Council.

1.2.3 The Council has regular operational contract management and liaison meetings with TCL on all of the contracts it delivers, with commissioners from Transport Services, Highways and the Lincolnshire Laboratory service.

## 1.3 Financial Oversight and Performance in 2022/23

TCL initially had a loan from the County Council to purchase vehicles, which was fully paid off in 2021. TCL continues to have access to a revolving credit agreement from the County Council, which acts as an overdraft facility if the company requires cash flow support, the company is currently operating at a financially break- even point.

1.4 TCL has a lean management structure and has dedicated accountancy support from Wright Vigar and human resources support from HGBS. The Managing

Director continues to present standard, monthly accounting reports to the Board of Directors, including:

- Performance against budget
- Average Debtor Days
- Exceptional costs
- Average balance for TCL
- Profit and loss accounts
- Revenue and profit

1.5 The Place Finance Team reviews the monthly budgets and meets with the owner representative prior to each Board meeting to ensure oversight.

1.6 TCL's final accounts for 2022/23 show a small deficit of £276. The previous report to Scrutiny suggested that the year-end forecast was to be a modest surplus, but increased operating costs and the start-up costs of opening a new depot in Lincoln, primarily for the gritter vehicle maintenance, led to this position. This is compared to a surplus of £133,202 in 2021/22.

1.7 TCL faces the same cost pressures as other transport operators, including fuel prices, wage increases as a result of the national minimum wage and driver shortages continuing to put additional pressure on wage levels.

1.8 TCL Business Strategy for 2023/24

TCL is now in its eighth year. The trajectory, in recent years, has been one of growth for the reasons below:

- Maintenance provision of highway vehicles referenced above;
- Increase in the number of CallConnect contracts from 16 to 20; and
- Increase in the number of education travel provision contracts since the inception of the company.

1.9 As part of a regular review of services, the lead commissioner for travel provision contracts and the TCL Managing Director have agreed a rationalisation of educational travel contracts, which can now be met by the supplier market. This has resulted in 3 routes being tendered out to the full supplier market and has enabled TCL to manage its driver shortages more effectively.

1.10 Winter Maintenance and Lincolnshire Laboratory – maintenance of vehicles

Following the award to TCL of a short-term contract to maintain 34 gritter vehicles in the south of the county in 2021, a 6-year contract was then established for the maintenance of all 47 gritter vehicles plus Lincolnshire Laboratories' specialist vehicles. This decision led to the opening of a new TCL depot in Lincoln in 2023 which provided two depots dedicated to vehicle maintenance. The summer overhaul of the gritters in preparation for this winter season has been completed on time.

## 2. Conclusion

The focus on 2023/24 for TCL is one of stabilisation following recent growth, especially financial stability. This allows TCL to manage its operating costs and ensure it can meet its contractual obligations. Business planning for the following and subsequent years will begin this Autumn and will be informed by the market review that the Council intends to undertake.

## 3. Consultation

### a) Risks and Impact Analysis

TCL has a strategic and operational risk register that is monitored regularly by the TCL Board. LCC as the owner also assess risks and opportunities to the Council on a regular basis.

## 4. Background Papers

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

Document title	Where the document can be viewed
TCL update report – 24 October 2022	<a href="#">Choose agenda document pack - Highways and Transport Scrutiny Committee 24 October 2022 (moderngov.co.uk)</a>

This report was written by Helen Reek, Support Services Manager, Transport Services who can be contacted on 07741 606054 or by e-mail at [Helen.Reek@lincolnshire.gov.uk](mailto:Helen.Reek@lincolnshire.gov.uk).



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Transport Services Management Information Dashboard</b>

**Summary:**

The purpose of this report is to provide the Committee with an update on progress with a new Management Information Dashboard for Transport Services, as part of the service wide transformation activity, with focus on educational travel. A headline presentation during the meeting will accompany this report.

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.

**Actions Required:**

Members of the Highway and Transport Scrutiny Committee are invited to consider and comment on the detail of this report.

**1. Background**

1.1 The 3 year Educational Travel Transformation Programme started in October 2021 and the 3 key focus areas are: Efficiencies, performance culture, and shifting the offer.

1.2 An important part of the performance culture is the service's management and use of data. A collaborative project with the Council's Corporate Performance and Data Services Teams has established a new management information dashboard in Power BI, using the service's core data from the IMT system used to manage educational

travel. Whilst there is the intention to widen the dashboard to service wide information, 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.

1.3 The first phase of creating the new dashboard took longer than anticipated, as the data proved more complex to access from the IMT system and more complex to present on a dashboard. This first phase has generated significant learning and will enable all future phases to be easier to implement.

1.4 The first phase has successfully collated the most basic data surrounding passenger numbers and application numbers for educational travel provision. However, this data still requires further validation and cleansing but is presented to the Committee as indicative and estimated data. The next phases are now being reviewed for prioritisation purposes, with the next priority being focused on all data relating to the cost of travel provision.

1.5 To enable the project to be successful, dedicated resource within the corporate performance team has now been created and the recent staff restructure of the service also created a lead role for systems and data, which has been successfully appointed to.

1.6 The main elements of the management information are summarized below and in order to achieve these, there are more than 50 different datasets required to be extracted, understood and then established.

- Passenger numbers and trends, including projections
- Application numbers and trends
- Contract prices, volumes, trends with reasoning
- Expenditure forecasting more longer term
- Projecting future passenger trends more longer term
- Identifying and trending additional cost elements e.g. passenger assistants, passengers requiring lone travel provision
- Identifying opportunities for efficiencies

## **2. Conclusion**

2.1 The management information dashboard will become a key tool for effectively managing educational travel provision across the county and this committee will be kept updated as the dashboard progresses further.

2.2 It is important to note that the data presented is indicative and requires further validation.

2.3 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 highest scored residual risk is the negative impact of operating costs and inflationary costs of bus and taxi operators, on the service budget.

#### **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Transport Services' Management Information Dashboard Presentation

#### **5. Background Papers**

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

This report was written by Verity Druce, who can be contacted on 07920 576612 or [Verity.Druce@lincolnshire.gov.uk](mailto:Verity.Druce@lincolnshire.gov.uk).

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# Transport Services' Management Information Dashboard

Verity Druce  
Head of Transport Services



# Outcomes

- Establish Power BI dashboard, data directly from main IMT system
- Establish the *priority* management information for Educational Travel
  - Passenger numbers and trends, including projections
  - Application numbers and trends
  - Contract prices, volumes, trends with reasoning
  - Expenditure forecasting more longer term
  - Projecting future passenger trends more longer term
  - Identifying and trending additional cost elements e.g. passenger assistants, passengers requiring lone travel provision
  - Identifying opportunities for efficiencies
- Partnership of Transport Services with Corporate Performance and Data Services Teams

# Progress

- Data proved more complex to present on a dashboard – first phase has generated significant learning
- Experts have found service data complex and interdependent
- First phase priority data has been successfully established – more data cleansing and validation is needed so data is indicative and estimated
- Next priority is to focus on costs and forecasting expenditure
- Capacity in place in service (new role) and dedicated capacity in corporate team to progress more effectively
- All management information requirements will be reviewed and re-prioritised

# Passengers - phase 1 - estimated data Sept 2022 - June 2023

## Passenger Info

9/1/2022 6/30/2023



### Filter

Number

21,790

Passengers Req  
Transport

20,679

Passengers Allocated  
To Contract

1,482

Passengers Req  
Assistance

192

Travels Alone  
(Allocated To Contract)

182

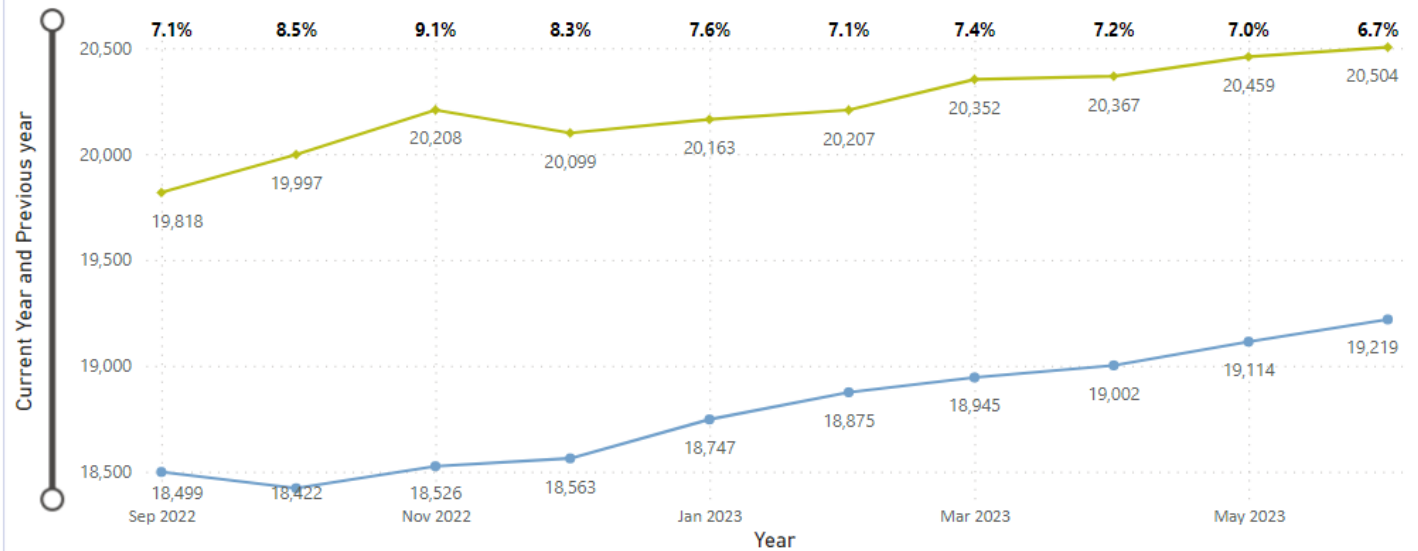
Lone Travellers

1,336

Unallocated  
Passengers

## Total Number Of Passengers

◆ Current Year ● Previous year Year on Year



# Applications - phase 1 - estimated data Sept 2022 - June 2023

Applications

9/1/2022 6/30/2023



Filter

Number

Page 85

22,729

Total No Of Applications

21,790

Total Applications Approved

\*PHASE 2\*

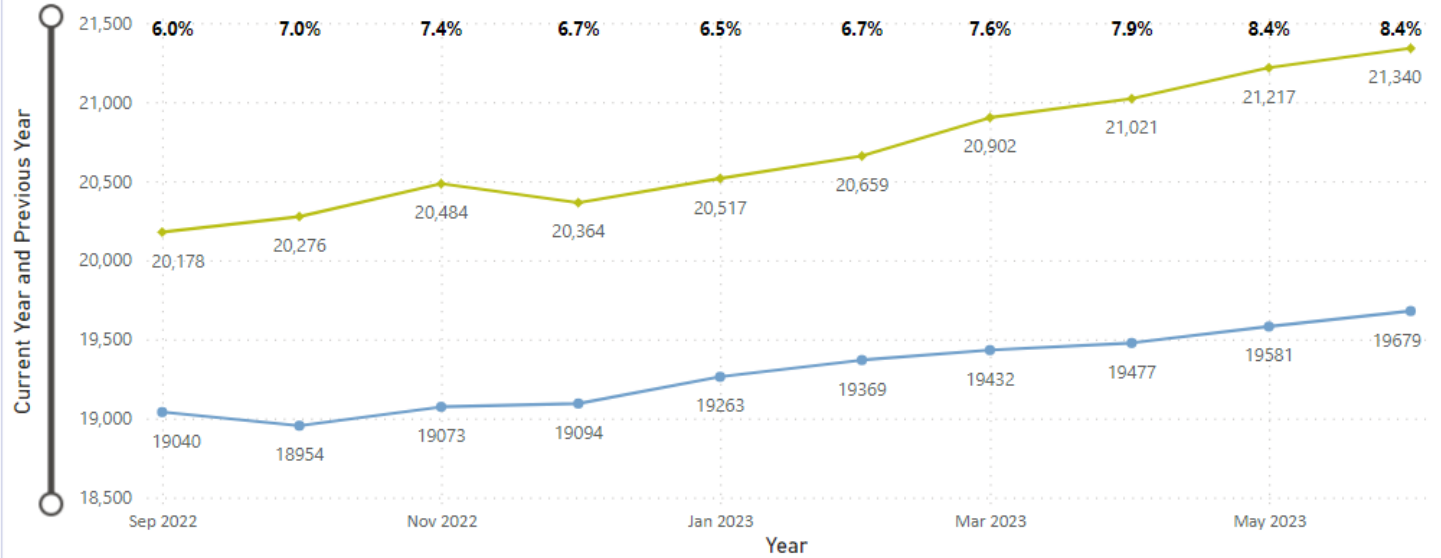
\*PHASE 2\*

\*PHASE 2\*

\*PHASE 2\*

Total No Of Applications

◆ Current Year ● Previous Year YoY value



# Questions



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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Highways – Gully Cleansing, Drainage Repair Schemes and Surface Water Flooding</b>

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

**Actions Required:**  
The committee is asked to consider and comment on the detail contained in the update and recommend any changes or actions.

## **1. Background**

### **Cyclic Maintenance**

Cyclic gully and chamber cleansing has continued with 6 gully tankers covering the County on preplanned routes. The number of gullies and chambers cleansed since April of this year is 71,180.

A site audit of 202 assets in August demonstrated a compliance rate of 96.5%.

### **Reactive Maintenance**

Since April over 805 assets been attended to with our 'Off Programme Jetter'. This would typically be to carry out cleansing of assets between cyclic visits to restore operational efficiency e.g., blockages.

Local highway teams have undertaken approximately 180 no. reactive repairs comprising urgent repairs to pipework and other drainage related assets such as chamber cover or gully grate replacement.

### **Minor Drainage Works 23/24**

Minor works schemes have been completed in the following locations:

Lincoln Road, Metheringham  
Manby Middlegate, Grimoldby  
Toll Bar Road, Marston  
Lenton Way, Frampton  
The Broadway, Woodhall Spa  
Old Fen Lane, Scrub Hill  
Woodhall Road, Tattershall Thorpe  
Bleasby Moo, Lissington  
Leagate Road, Tumbly  
Rauceby Drove, South Rauceby

### **Minor Drainage Works 24/25**

A programme of minor drainage works has been planned for 24/25 and can be viewed on the Power Bi Members Tool kit.

### **Additional Drainage Resources**

Through savings identified in year, additional resources are already or will be working within the County shortly. They are as follows:

- 2 no. gully tankers to support the local highway teams with reactive and investigation works.
- 1 no. minor works construction gang undertaking planned and reactive repairs.
- 1 no. minor works construction gang undertaking advanced works for the Minor Works Drainage programme.

### **Gully Cleansing - Parked Out Streets**

As presented at the July committee meeting, we are looking at ways of improving the access to cleanse gullies in 'parked out' streets. These typically comprise streets with dense urban housing close to town and city centres and vehicle parking on both or one side of the street depending on its width.

The issues arising are vehicles parked over or very close to the gully grate or parking in a manner that restricts the width of the road, and the gully tanker is unable to pass. Photographs 1, 2 and 3 in Appendix A demonstrate the issues faced.

Currently there are over 2500 assets on 223 streets across the county. Approximately 20% (around 500) of these are on 65 streets in Lincoln alone. Other streets are also being reviewed and some will require adding to this list.



By not being able to cleanse the gully means:

- The gully tanker has an aborted visit but can be instructed to return at the Highway Authority's cost.
- If the gully is full or blocked it can cause standing water in the highway or during extreme rainfall, there is a heightened risk of internal flooding.

The issue of parked out streets is a long standing one, with different techniques used to improve the number of gullies cleansed with varying degrees of success. Currently signs stating the exact day of cleanse are erected and a letter drop is undertaken. This has seen an improvement in the number of gullies cleansed on some streets, whilst on others the success rate is still very low.

The contract specification details the above methods but also outlines the use of measures to remove vehicle obstructions where the initial measures have not been successful.

To improve the gully cleanse success rate, we are now proposing to utilise that 'remove vehicle obstruction' method. This will entail the utilisation of temporary 'no waiting at any time' orders to prevent parking on streets to be cleansed. By its very nature this will displace vehicles and so to minimise the impact of that, routes will be developed that will allow those displaced to park nearby e.g., adjacent parked out streets won't be cleansed on the same day.

This method was used when LCC took over civil parking enforcement from the Police. Where a wholesale review of on street parking restrictions was required and because of this, large areas of residential parking, loading only and other bays, single and double yellow lines were refreshed. This required full access to streets, so temporary traffic regulation 'No Waiting at Any Time' orders were used along with physical barriers in the form of 'no waiting' cones to remove parked vehicles.

Clearly, communication is key with those affected and we are investigating ways to offer a real time notification service, particularly when cleansing is completed on a street, so residents can return their cars minimising the disruption. This will supplement letter drops and street signage.

Whilst this form of action would only be taken on a limited number of streets, without such measures the gullies remain unchecked, with the potential to silt up or become blocked and trigger the consequences previously described.

### **Highway Drainage Scheme Prioritisation**

A tool has been developed to prioritise identified drainage schemes when developing forward work programmes/annual plans. This project was a collaboration between TSP and WSP, our private sector partner, where evidence and risk-based methodologies have been devised, to ensure that schemes are promoted on community need.

Potential schemes are weighted against 19 categories that determine or 'prioritise' the individual scheme progression based on benefits to roads users, property owners and communities as a whole.

The focus of the tool is to ensure positive outcomes by improving highway safety during inclement weather and mitigating internal flooding. Examples of categories used to determine this are road hierarchy, extent and depth of standing water, known internal flooding location, structural integrity, impact on a Coastal Evacuation Route. Partnership working opportunities with other Risk Management Authorities are also identified, facilitating early discussions.

The prioritisation tool can be used for both minor and major drainage works supporting evidence-based decision making.

Appendix B shows screen shots of Prioritisation Tool during testing.

**2. Conclusion**

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

**3. Consultation**

**a) Risks and Impact Analysis**

Not applicable.

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Photographs of Issues Faced On 'Parked Out Streets'
Appendix B	Highway Drainage Prioritisation Tool

**5. Background Papers**

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

This report was written by Nathan Whitfield Principal Engineer – Drainage, Design Services, who can be contacted on 01522 552907 or by e-mail at [nathan.whitfield@lincolnshire.gov.uk](mailto:nathan.whitfield@lincolnshire.gov.uk).

## Appendix A

### Photographs of Issues Faced On 'Parked Out Streets'



**Photograph 1**  
Working space needed  
by gully tanker.



**Photograph 2**  
Gully tanker operation  
restricted by parked vehicles.



**Photograph 3**  
Example of a gully obstructed  
by parked vehicles.

# Highway Drainage Prioritisation Tool



## HIGHWAY DRAINAGE SCHEME PRIORITISATION - RISK FACTORS

<b>Asset Group</b>	Carriageway	<b>No Score</b>	<b>Access to Community Facilities</b>	No Access Issue Caused	0	<b>Property Flooding</b>	None	0		
	Footway and Cycleway			Impact on Public Transport, Village or Parish Hall, etc.	10		Some flooding of adjacent land which does not cause damage to buildings	10		
<b>Carriageway Hierarchy</b>	Major Road Network	10	<b>Extent of Flood</b>	No ponding or flooding on used areas	0	<b>Frequent Repeat Visits Required by Reactive Gangs</b>	None	0		
	Hierarchy 1 - Strategic Route	10		Water remains in channel	10		Infrequent Visits Recorded < 1 per year	10		
	Hierarchy 2 - Main Distributor	8		Water covers half of carriageway, footway or cycleway	20		More than once annually	20		
	Hierarchy 3 - Secondary Distributor	6		Water covers full carriageway, footway or cycleway	30		More than quarterly	40		
	Hierarchy 4 - Link Roads	4		<b>Depth of Ponding or Flooding</b>	Negligible		0	<b>Requires Additional Resource to Manage Flooding</b>	None	0
	Hierarchy 5 - Link Roads	3			<50mm		10		Sandbags, flood signage or emergency works required once	10
	Hierarchy 6 - Local Access Roads	2			Between 50 mm and 100mm		20		Sandbags, flood signage or emergency works required multiple times	20
Hierarchy 7 - Minor Access Roads	1	More than 100mm	30	Sandbags, flood signage or emergency works required each rainfall	40					
<b>Footway and Cycleway Hierarchy</b>	Hierarchy 1 - Primary Walking Routes	10	<b>Time for Ponding to Clear</b>	Less than 6 Hours	0	<b>No. Valid Enquiries Received</b>	0 to 10	0		
	Hierarchy 2 - Secondary Walking Routes	8		Between 6 and 12 Hours	20		10 to 20	5		
	Hierarchy 3 - Link Footways	7		More than 12 Hours	40		More Than 20	10		
Hierarchy 4 - Local Access Footways	6									

Screenshot 1 – Example of Risk Factors (partial screen shot)

## HIGHWAY DRAINAGE SCHEME PRIORITISATION

Site Details				Site Risk Factors											
Site Name	Forward Planning Brief Number	Easting	Northing	Date Added	Ranked Points	Ranked Position	Asset Group	Hierarchy	Speed Limit	Identified Collision Issue	Coastal Evacuation Route	Access to Community Facilities	Event of Flood	Property Flooding	Depth of Ponding or Flooding
Penny Close Junction	457132	530278	39723	09/04/2023	129	4	Carriageway	Hierarchy 6 - Local Access Roads	30mph	No Collision Evident	No	No Access Issue Caused	Water covers half of carriageway, footway or cycleway	Obstacles and some access issues make impacted	Between 50mm and 100mm
Griffith Bank, Salter	23022	549474	39302	20/09/2023	89	6	Carriageway	Hierarchy 6 - Local Access Roads	30mph	No Collision Evident	No	No Access Issue Caused	Water covers half of carriageway, footway or cycleway	Obstacles and some access issues make impacted	<50mm
Bus Lane Huddington	2300029	49194	36303	09/02/2023	47	9	Carriageway	Hierarchy 1 - Strategic Route	30mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
Victoria Av, Steadford	452234	509483	34945	18/07/2022	30	13	Carriageway	Hierarchy 6 - Local Access Roads	40mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
Templeford Rd, Widdington	230053	49302	39308	09/04/2023	31	12	Carriageway	Hierarchy 4 - Link Roads	30mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
Garthwaite Rd, Widdington	4524298	497195	38440	23/09/2022	97	5	Carriageway	Hierarchy 1 - Strategic Route	30mph	No Collision Evident	No	Impact on Access to Schools or Similar Facilities	Water covers half of carriageway, footway or cycleway	Some flooding of adjacent land which does not cause damage to buildings	Negligible
Chausses Way, Spalding	499402	623466	32278	01/02/2022	41	11	Carriageway	Hierarchy 4 - Link Roads	30mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
Fer Road, Huddington	457195	504038	38940	21/09/2022	24	16	Carriageway	Hierarchy 3 - Secondary Distributor	40mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
Chapel Gate, Spalding	4570721	623274	31890	24/02/2022	47	9	Carriageway	Hierarchy 1 - Strategic Route	30mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible
School Lane North Scale	230059	494940	39989	27/09/2022	80	7	Carriageway	Hierarchy 5 - Link Roads	30mph	No Collision Evident	No	Impact on Access to Schools or Similar Facilities	No ponding or flooding on used areas	None	Negligible
Penganga, Spalding	457160	623792	32293	09/04/2023	80	1	Carriageway	Hierarchy 5 - Link Roads	30mph	No Collision Evident	No	No Access Issue Caused	Water covers half of carriageway, footway or cycleway	Internal commercial or residential property flooding occurs	Between 50mm and 100mm
Someon Gate Lane, Widdington	4524293	498998	34469	23/09/2022	100	3	Carriageway	Hierarchy 5 - Link Roads	30mph	No Collision Evident	No	No Access Issue Caused	Water covers half of carriageway, footway or cycleway	Obstacles and some access issues make impacted	<50mm
Village Road, Widdington	4555900	519997	362076	08/02/2023	108	2	Carriageway	Hierarchy 2 - Main Distributor	40mph	No Collision Evident	No	Impact on Access to Schools or Similar Facilities	No ponding or flooding on used areas	Internal commercial or residential property flooding occurs	Between 50mm and 100mm
Bingo Road, Carston	457125	511942	40226	12/04/2023	26	14	Carriageway	Hierarchy 2 - Main Distributor	40mph	No Collision Evident	No	No Access Issue Caused	No ponding or flooding on used areas	None	Negligible

Screenshot 2 – Example of Test Scheme Data (partial screenshot)  
(Fictional data may have been used for testing purposes)

## HIGHWAY DRAINAGE SCHEME PRIORITISED LIST

Site Name	Forward Planning Brief Number	Easting	Northing	Date Added	Ranked Points	Ranked Position
Pennygate, Spalding	4557160	523782	322699	05/04/2023	150	1
Witham Road, Woodhall	4555800	519097	362976	06/02/2023	136	2
Somerton Gate Lane, Waddington	4554293	496908	364159	25/10/2022	130	3
Priestly Close, Kirton	4557132	530278	338723	05/04/2023	129	4
Greyfleet Bank, Saltfleet	293022	545474	393612	31/08/2021	89	5
Grantham Rd, Waddington	4554268	497785	364460	25/10/2022	87	6

Screenshot 3 – Schemes ranked according to input data  
(Fictional data may have been used for testing purposes)

## HIGHWAY DRAINAGE SCHEME PRIORITISED LIST

Site Name	Forward Planning Brief Number	Easting	Northing	Date Added	Ranked Points	Ranked Position
Grantham Rd, Waddington	4554268	497785	364460	25/10/2022	372	1
Pennygate, Spalding	4557160	523782	322699	05/04/2023	150	2
Witham Road, Woodhall	4555800	519097	362976	06/02/2023	136	3
Somerton Gate Lane, Waddington	4554293	496908	364159	25/10/2022	130	4

Screenshot 4 – Demonstrating change in ranking - Grantham Road, Waddington was set to worst case values and jumps to position 1. (Fictional data may have been used for testing purposes)





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

Report to:	<b>Highways and Transport Scrutiny Committee</b>
Date:	<b>30 October 2023</b>
Subject:	<b>Highways and Transport Scrutiny Committee Work Programme</b>

**Summary:**

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

**Actions Required:**

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

- (1)** Review and approve the contents of its work programme; and,
- (2)** Highlight any additional scrutiny activity which could be included for consideration in the work programme.

## **1. Background**

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

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

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

## 2. Committee Work Programme

30 OCTOBER 2023		
Item		Contributor
1.	<b>Cross Keys Bridge – Improving Resilience</b> <i>(Pre-decision scrutiny – Leader decision 3 – 10 November 2023)</i>	John Monk, Head of Highways Design
2.	<b>Highway Works, Professional Services and Traffic Signals Contract Extension</b> <i>(Pre-decision scrutiny – Executive decision 7<sup>th</sup> Nov 2023)</i>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	<b>Anglian Water Street Works Performance – Update on Action Plan</b>	Mick Phoenix, Traffic Manager-Place Ashley Behan, Street Works and Permitting Manager Anglian Water Representatives
4.	<b>Potential Topics for Scrutiny Review by Scrutiny Panel A</b>	Kiara Chatziioannou, Scrutiny Officer
5.	<b>Transport Connect Limited (TCL) - Teckal Company Update Report</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services
6.	<b>Transport Services Educational Travel Information Dashboard</b>	Verity Druce, Head of Transport Services
7.	<b>Highways – Gully Cleansing/Repair and Surface Water Flooding- Update</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager

11 DECEMBER 2023		
Item		Contributor
1.	<b>Highways Infrastructure Asset Management Plan 2023</b> <i>(Pre-decision scrutiny – Executive Cllr decision 13-21 Dec 2023)</i>	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	<b>Highways Infrastructure Asset Management Policy</b> <i>(Pre-decision scrutiny – Executive Cllr decision 13-21 Dec 2023)</i>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	<b>Rail Recovery and Strategic Role in Providing Connectivity, Supporting Lincolnshire Communities and Economy</b>	Jayne Wingad, Rail Policy Officer Richard Bates, Lead Strategic Planner (Network Planning) for Eastern Region
4.	<b>Highways - Quarter 2 Performance Report (1 July to 30 September 2023)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services



**11 DECEMBER 2023**

Item		Contributor
5.	<b>Major Work Schemes Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
6.	<b>Transport - Quarter 2 Performance Report (1 July to 30 September 2023)</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services
7.	<b>Civil Parking Enforcement</b>	Matt Jones, Parking Services Manager

**29 JANUARY 2024**

Item		Contributor
1.	<b>Revenue and Capital Budget Proposals (Pre-decision scrutiny)</b>	Keith Noyland, Strategic Finance Lead - Place, Fire & Rescue
2.	<b>Approach to Transport Strategy Developments – Annual Update Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
3.	<b>Stamford Transport Strategy</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services Charlotte Hughes, Senior Project Leader Highways Infrastructure
4.	<b>Winter Service Plan Interim Report</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services

**27 MARCH 2024**

Item		Contributor
1.	<b>Service Level Performance Reporting Against the Success Framework 2023-24 Quarter 3</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	<b>Highways - Quarter 3 Performance Report (1 October to 31 December 2023)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	<b>Major Work Schemes Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
4.	<b>Highways Gully Cleansing/Repair and Surface Water Flooding</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
5.	<b>Road Safety Partnership Update</b>	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager

**29 APRIL 2024**

Item		Contributor
1.	<b>Transport - Quarter 3 Performance Report (1 October to 31 December 2023)</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

**10 JUNE 2024**

Item		Contributor
1.	TBC	

**29 JULY 2024**

Item		Contributor
1.	<b>Winter Service Plan 2024-25 (Pre-decision Scrutiny- Executive Cllr decision)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	<b>Service Level Performance Reporting Against the Success Framework 2023-24 Quarter 4</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	<b>Highways Performance Report, Quarter 4 (1 January to 31 March 2024)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
4.	<b>Major Work Schemes Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
5.	<b>Highways Gully Cleansing/Repair and Surface Water Flooding</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
6.	<b>Public Transport Annual Update</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

**16 SEPTEMBER 2024**

Item		Contributor
1.	<b>Highways Infrastructure Asset Management Plan 2024 (Pre-decision scrutiny – Executive Cllr decision)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
2.	<b>Highways – Quarter 1 Performance Report (1 April – 30 June 2024)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
3.	<b>Major Work Schemes Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services

<b>16 SEPTEMBER 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>4. Transport - Quarter 1 Performance Report (1 April 2023 to 30 June 2024)</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

<b>28 OCTOBER 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1. Highways Gully Cleansing/Repair and Surface Water Flooding</b>	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager
<b>2. Transport Connect Limited (TCL) - Teckal Company Update Annual Report</b>	Verity Druce, Head of Transport Services Helen Reek, Support Services Manager, Transport Services

<b>3 DECEMBER 2024</b>	
<b>Item</b>	<b>Contributor</b>
<b>1. Highways - Quarter 2 Performance Report (1 July to 30 September 2024)</b>	Jonathan Evans, Head of Highways Client and Contractual Management Services
<b>2. Major Work Schemes Report</b>	Sam Edwards, Head of Highways Infrastructure and Laboratory Services
<b>3. Transport - Quarter 2 Performance Report (1 July to 30 September 2024)</b>	Verity Druce, Head of Transport Services

### **3. To be Programmed**

Highways Performance Report – 3-year Statutory Update following Year 6 Update in 2023 (Spring 2026).

### **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**

Not applicable to this report.

## 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 Chatziioannou, Scrutiny Officer who can be contacted on 1522 552102, 07500 571868 or by e-mail at [kiara.chatziioannou@lincolnshire.gov.uk](mailto:kiara.chatziioannou@lincolnshire.gov.uk).

**Appendix A**  
**Forward Plan of Decisions relating to the Highways and Transport Scrutiny Committee**

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
<b>Cross Keys Bridge – Improving Resilience [I030441]</b>	<b>06 – 12 December 2023</b>	Leader of the Council, Executive Councillor for Resources, Communications and Commissioning	Highways and Transport Scrutiny Committee (30 October 2023)	Head of Highways Design E-mail: <a href="mailto:John.monk@lincolnshire.gov.uk">John.monk@lincolnshire.gov.uk</a>	Yes	The Suttons
<b>Highway Works, Professional Services and Traffic Signals Contract Extension [I029251]</b>	<b>7 November 2023</b>	Executive	Place DLT Highways and Transport Scrutiny Committee (30 October 2023)	Head of Highways, Client and Contract Management E-mail: <a href="mailto:jonathan.evans@lincolnshire.gov.uk">jonathan.evans@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Highways Infrastructure Asset Management Plan 2023 [I029249]</b>	<b>Between 13-21 Dec 2023</b>	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (11 December 2023)	Head of Highways, Client and Contract Management E-mail: <a href="mailto:jonathan.evans@lincolnshire.gov.uk">jonathan.evans@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Highways Infrastructure Asset Management Policy [I029248]</b>	<b>Between 13-21 Dec 2023</b>	Executive Councillor: Highways, Transport and IT	Place DLT Highways and Transport Scrutiny Committee (11 December 2023)	Head of Highways, Client and Contract Management E-mail: <a href="mailto:jonathan.evans@lincolnshire.gov.uk">jonathan.evans@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Revenue and Capital Budget Proposals [TBC]</b>	<b>6 Feb 2024 TBC</b>	Executive	Highways and Transport Scrutiny Committee (11 December 2023)	Strategic Finance Lead - Place, Fire & Rescue E-mail: <a href="mailto:Keith.noyland@lincolnshire.gov.uk">Keith.noyland@lincolnshire.gov.uk</a>	Yes	All Divisions

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