



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

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

Summary:

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

Actions Required:

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

1. Background

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

This performance report contains:

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

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

Major Highway Schemes Update

The Authority has four major highway schemes:

- Lincoln Eastern Bypass now completed

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

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

Lincolnshire Highways Performance

Performance

Quarterly performance was reported through the contract management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire County Council Highway Performance Report for Year 2, Quarter 1 can be found in Appendix B. This covers the period of April to June 2021.

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

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

Workshops have been arranged to focus improvement in Year 2.

Highway Works Term Contract

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

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

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

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

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

Minor Works Gangs

The Community Maintenance Gangs delivered various types of work throughout 2020/21, totalling £3.9 million to make improvements throughout communities and the roads that link them. This work consisted of minor aesthetic works, tidying of areas in poor condition, more large-scale civils works which sit out of our Asset Management Strategy, drainage investigation and repair focusing on problem sites from the 2019 floods and minor hand-lay patching work where pothole repairs are not sufficient.

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

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

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

Professional Services Contract

WSP continue to work alongside Lincolnshire colleagues from the Technical Services Partnership (TSP), where three performance indicators measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). All schemes which completed in Year 2 Quarter 1 have fed into this reporting period, meaning that some of them commenced under the previous contract due to the timescales involved.

The overall Professional Services Partnership score for 2021 Q1 is 79 out of 100, up on the 2020 Q4 score of 70.9

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

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

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

Performance of ongoing highways schemes has been maintained during continued homeworking arrangements with the locally based LCC and WSP teams continuing to be integral to the delivery of highway improvements including successful delivery of Welton

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

Traffic Signals Term Contract

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

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

Overall statistics for Q4 are as follows:

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

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

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

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

Innovation

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

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

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

AdEPT Peer Review

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

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

The overall conclusions from the review were as follows:

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

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

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

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

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

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

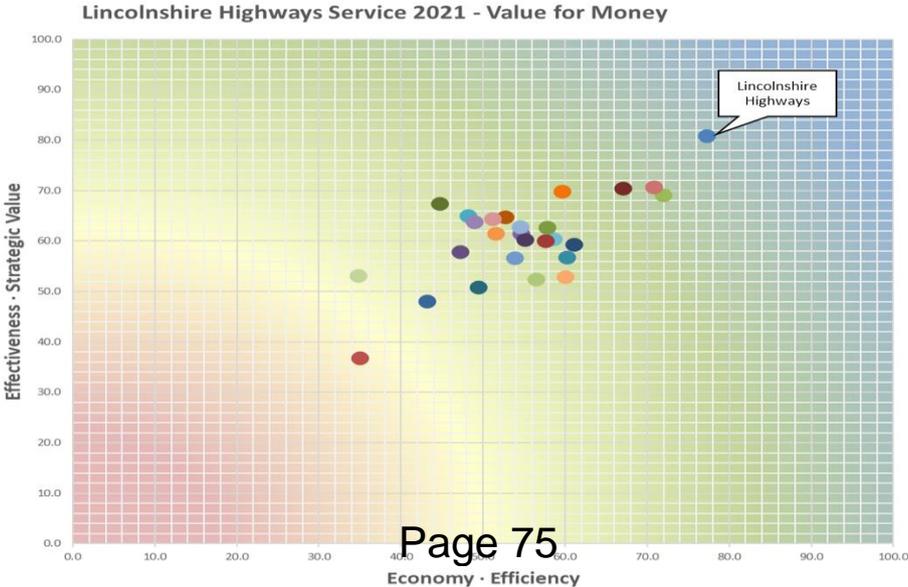
LCCHS is exceptional in its use of data, and in particular the Confirm system, to evaluate performance and identify and target areas for improvement. All three main contracts and the client function are governed by well-defined performance measures that include quality indicators. These indicators have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

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

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

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

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



Complaints

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

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

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

2. Conclusion

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

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

3. Appendices

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

4. Background Papers

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

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