

Public Report
Improving Places Select Commission

Committee Name and Date of Committee Meeting

Improving Places Select Commission – 20 October 2026

Report Title

Local Neighbourhood and Road Safety Scheme (LNRS) Programme - Lessons Learned Review

Is this a Key Decision and has it been included on the Forward Plan?

No

Executive Director Approving Submission of the Report

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Ward(s) Affected

Borough-Wide

Report Summary

This report provides an overview of the lessons learned from the delivery of the Council's Local Neighbourhood and Road Safety Scheme (LNRS) Programme. The review considers programme governance, project development, stakeholder engagement and resource management. It also outlines the improvements that have subsequently been introduced to strengthen future project delivery.

Recommendations

That the Improving Places Select Commission:

1. Note the findings of the Local Neighbourhood and Road Safety Scheme (LNRS) Programme lessons learned review and the key challenges and successes identified during the delivery of the programme.
2. Acknowledges the actions undertaken by the service to address the lessons identified, including improvements to project governance, programme management, resource planning and stakeholder engagement.
3. Supports the continued application of strengthened governance, business management, project planning and delivery arrangements, alongside embedding lessons learned and continuous improvement to maximise value for money in future capital investment and infrastructure programmes.

List of Appendices Included

None

Background Papers

[Cabinet Paper 19th December 2022](#)

[Cabinet report 17th March 2025](#)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Local Neighbourhood and Road Safety scheme (LNRS) programme - lessons learned review

1. Background

- 1.1 The Local Neighbourhood and Road Safety scheme (LNRS) Programme was established in 2022-23 to deliver a range of highway, road safety and neighbourhood improvement schemes across the borough, supporting the Council's objectives to improve road safety, encourage sustainable travel, and enhance local communities.
- 1.2 Following substantial completion of the programme's Tranche 1, a structured lessons learned review (Review) has been undertaken to evaluate the effectiveness of the programme's planning, governance, design and delivery arrangements. The Review draws upon the experiences of officers, stakeholders and delivery partners involved in the programme and seeks to identify both areas of good practice and opportunities for improvement.
- 1.3 The purpose of this Review is not only to evaluate the challenges encountered during the delivery of the LNRS Programme but also to ensure that the lessons identified are embedded within future transport and infrastructure projects. This will support more effective project planning, clearer governance arrangements, improved resource management and greater confidence in the delivery of future capital investment programmes.

2. Key areas identified for consideration

2.1 Programme Development and Scope Definition

A key lesson identified through the delivery of the LNRS Programme was the importance of establishing clear project scope and stakeholder expectations at the earliest opportunity. In some instances, the scope of proposed schemes and the extent of associated works were not sufficiently defined during the programme's inception. Whilst officers drew upon professional experience and available information to develop project proposals, these assumptions did not always align with the expectations of Members, local stakeholders and communities.

As schemes progressed, this led to the need for additional design development, further stakeholder engagement and, in some cases, revisions to previously agreed proposals. Consequently, resource was diverted from delivery activities, resulting in programme delays and development of schemes that could not ultimately be progressed.

2.2 Stakeholder Expectations and Consultation

The Review highlighted the significance of allowing adequate time for stakeholder engagement and public consultation activities. During the early stages of the programme, the complexity and duration of consultation requirements were underestimated, particularly for schemes that generated significant public interest.

This created pressure on programme delivery timescales and led to differing expectations regarding the pace at which schemes could be prioritised, developed and implemented. The experience highlighted the importance of allowing sufficient time for consultation activities within project programmes and ensuring that stakeholders have a clear understanding of statutory processes, decision-making requirements and the factors that influence delivery timescales.

2.3 Design and Specification Changes

Several schemes were initially developed based on a simplified delivery approach, with the expectation that works could be delivered through relatively straightforward construction arrangements. As projects progressed, however, a number required more detailed design development, formal contract documentation and enhanced governance processes than originally anticipated.

This change in approach increased the level of design work required and resulted in the review and amendment of previously completed designs. In turn, this affected programme costs, resource requirements and delivery timescales. The experience has highlighted the importance of establishing appropriate delivery methodologies and project requirements at the earliest stage of scheme development.

2.4 Programme Monitoring and Reporting

As the programme experienced delivery pressures and delays, additional reporting and monitoring arrangements were introduced to provide assurance regarding progress and performance. Whilst these measures improved oversight and governance, they also increased the administrative burden on delivery teams. With the improvements implemented (detailed in section 3) Tranche 2 of the programme has seen the setting of more realistic timescales for delivery with more projects being delivered within the expectations set with stakeholders.

The Review found that balancing effective programme governance with efficient project delivery is essential. Future programmes will seek to ensure that reporting requirements provide meaningful assurance and support decision-making without placing disproportionate demands on project resources.

2.5 Use of external resources

The use of external resources for the second tranche of the programme of works provided valuable additional capacity and specialist expertise, enabling the team to progress a substantial programme of work. However, reliance on external resources also introduced additional dependencies, including availability, procurement processes and competing priorities within work programmes.

This occasionally reduced the flexibility to reprioritise projects and respond to emerging issues. The Review has highlighted the importance of maintaining a balanced approach between in-house delivery capability and external support to maximise programme resilience.

2.6 Internal Delivery Challenges

The Review identified opportunities to strengthen working arrangements between the Transportation Infrastructure Service and the Council's Highway Delivery Team. Whilst many schemes were delivered successfully through collaborative working, differing priorities (such as winter maintenance), resource pressures and delivery expectations occasionally impacted programme efficiency.

The experience has informed the development of improved programme management arrangements, clearer communication channels and enhanced governance processes to support more effective joint working on future infrastructure projects.

2.7 Summary of Key Learning

Overall, the LNRS Programme has provided valuable organisational learning regarding project scoping, stakeholder engagement, programme governance and resource management. Whilst several challenges were encountered during delivery, the experience has directly informed improvements to business processes, project controls and governance arrangements that will support the successful delivery of future highway, road safety and neighbourhood improvement programmes.

2.8 Importantly, despite the challenges encountered during implementation, many of the completed schemes have been positively received by residents, local communities and road users. The programme has delivered tangible improvements to road safety, accessibility and the local environment, helping to address community concerns and support the Council's wider transport and place-making objectives.

3. Options considered and recommended proposal

Improvements Implemented

3.1 Business Management Processes

In response to the lessons identified through the LNRS Programme, revised business management processes have been introduced within the Service to provide greater clarity and governance during the initiation and development of projects.

The revised approach ensures that project objectives, scope, delivery requirements and resource implications are clearly understood and agreed before work progresses into the design and implementation stages. This provides a stronger foundation for project delivery and supports more effective decision-making throughout the project lifecycle.

The key objectives of the revised process are to:

- Establish clear and measurable project objectives at the outset.
- Define project scope, deliverables and expected outcomes.
- Improve stakeholder understanding and alignment of expectations.

- Strengthen project governance and approval arrangements.
- Reduce the risk of scope changes and unplanned project growth during delivery.

3.2 **Programme Governance and Monitoring**

A range of enhanced project management and programme monitoring tools have been introduced to improve oversight, resource management and delivery performance across the team.

These include:

- Scheme tracking and performance monitoring systems.
- Resource planning.
- Programme delivery schedules.
- Enhanced reporting and performance management arrangements.

The introduction of these measures has improved visibility of programme commitments, interdependencies and delivery risks, enabling management teams to make more informed decisions and identify emerging issues at an earlier stage.

3.3 **Minor Works Board**

To strengthen programme governance and provide strategic oversight of smaller-scale capital and revenue funded projects, a dedicated Minor Works Board has been established.

The Board provides a formal forum to:

- Monitor programme performance and delivery progress.
- Review programme risks and emerging issues.
- Assess resource pressures and competing priorities.
- Support the effective prioritisation of workloads.
- Provide strategic oversight and challenge where required.

The introduction of the Board has strengthened accountability and improved the management of projects across the Transportation Infrastructure Service

3.4 **Local Neighbourhood and Road Safety Schemes Programme 2**

The team have carried these work practices into the development of the LNRS Programme 2 work which has seen increased success in ensuring schemes are progressed within the year for delivery. The various internal teams have collaborated to achieve stronger alignment on timescales and expectations for delivery which will see benefits as the schemes progress to delivery.

3.5 **Ward Road Safety Plans**

Given the outcome of the Ward Road Safety Plans will be a programme of interventions to improve road safety across all wards, the learning from the LNRS process will be crucial in planning any programme for delivery. This will mean that any funding or budget allocations will be delivered to time and budget based on previous experience within the service.

The attention to detail will ensure that all Members will be both fully briefed and aware of plans for delivery in their ward.

3.6 Summary

The improvements introduced as part of the LNRS Programme have strengthened project governance, programme management and resource planning across the service. Collectively, these changes are intended to improve the efficiency and effectiveness of future project delivery, while reducing risk and ensuring that lessons learned from the programme are embedded within normal business practices.

4. Consultation on proposal

4.1 The Review has been informed by officers who were directly involved in the planning, design and delivery of LNRS schemes.

4.2 The findings reflect operational experiences gathered throughout delivery of the programme and have informed the development of revised working practices and governance arrangements.

5. Timetable and Accountability for Implementing this Decision

5.1 The improvement actions identified through the Review have already been implemented within the Transportation Infrastructure Service.

5.2 The effectiveness of these measures will continue to be monitored through existing programme governance arrangements, including the Minor Works Board and departmental management processes.

6. Financial and Procurement Advice and Implications

6.1 There are no Financial and Procurement Advice and implications arising from the recommendations contained within this report. The report presents a Review of the lessons learned from the delivery of the LNRS Programme and the actions taken to strengthen future project delivery arrangements.

7. Legal Advice and Implications

7.1 There are no direct legal implications arising from the recommendations contained within this report. The report presents a review of the lessons learned from the delivery of the LNRS Programme and the actions taken to strengthen future project delivery arrangements.

8. Human Resources Advice and Implications

8.1 There are no Human Resources implications arising from the recommendations contained within this report. The report presents a Review of the lessons learned from the delivery of the LNRS Programme and the actions taken to strengthen future project delivery arrangements.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The Council's established methodology for the assessment and prioritisation of highway, road safety and neighbourhood improvement schemes includes specific consideration of the needs of children, young people and vulnerable adults. As part of the scheme development process, site assessments take account of local demographics, road user characteristics, accessibility requirements, and potential safety risks to ensure that the needs of these groups are appropriately reflected in project proposals.
- 9.2 The LNRS Programme has supported the delivery of measures designed to improve road safety, accessibility and the local environment, which can provide benefits for children, young people and vulnerable adults. The Review has not identified any adverse impacts on these groups. Furthermore, the improvements introduced to project planning, stakeholder engagement and scheme development processes will help ensure that the needs of vulnerable road users continue to be considered consistently within future highway and neighbourhood improvement programmes.

10. Equalities and Human Rights Advice and Implications

- 10.1 The Council's approach to developing highway, road safety and neighbourhood improvement schemes is designed to ensure that the needs of all road users are considered throughout the project lifecycle. This includes consideration of accessibility, inclusivity and the potential impact of schemes on individuals and groups with protected characteristics under the Equality Act 2010.
- 10.2 Equality screening assessments form part of the approval process for all schemes and support informed decision-making by identifying any potential impacts on communities and service users. The lessons learned arising from the LNRS Programme are primarily related to project governance and delivery arrangements and do not give rise to any specific equality or human rights concerns. The improvements implemented as a result of the Review are expected to strengthen future decision-making and support the continued delivery of fair, inclusive and accessible infrastructure improvements across the borough.

11. Implications for CO2 Emissions and Climate Change

- 11.1 The LNRS Programme included a range of measures aimed at improving road safety, accessibility and sustainable travel opportunities across the borough. These interventions can contribute positively to climate change objectives by supporting walking, cycling and other sustainable transport choices.
- 11.2 The findings of the Review do not give rise to any specific implications for CO2 emissions or climate change. The governance and project management improvements introduced as a result of the Review will support the effective delivery of future schemes, which will continue to be assessed for their environmental and carbon impacts where appropriate.

12. Implications for Partners

- 12.1 The LNRS Programme was delivered in partnership with a range of internal and external stakeholders, including Elected Members, local communities, South Yorkshire Police, public transport operators, the South Yorkshire Mayoral Combined Authority (SYMCA), consultants and the Council's Direct Labour Organisation (DLO).

The Review has highlighted the importance of early engagement, clearly defined roles and responsibilities, and effective communication to support successful partnership working and the timely delivery of schemes.

- 12.2 The changes implemented as a result of the Review are expected to improve communication, decision-making and project delivery across partner organisations. This will support the successful delivery of future highway and road safety programmes and help ensure that stakeholders remain informed and engaged throughout the project lifecycle.

13. Risks and Mitigation

13.1 Risks

The Review has identified several risks that could affect the successful delivery of future highway, road safety and neighbourhood improvement programmes if the findings are not embedded within normal business practices.

Key risks include:

- Insufficiently defined project scopes and objectives, leading to changes in project requirements during delivery.
- Programme delays and cost pressures arising from inadequate planning, resource allocation or stakeholder engagement.
- Increased pressure on staff resources and reduced organisational capacity to deliver projects efficiently.
- Misalignment between stakeholder expectations and project deliverables, resulting in dissatisfaction and reduced confidence in the delivery process.
- Increased project and programme delivery risks, including potential impacts on safety, governance, compliance and performance outcomes.
- Reduced ability to effectively prioritise projects and respond to changing service demands and external funding opportunities.

13.2 Mitigation

Several improvements have been implemented in response to the lessons identified through the LNRS Programme. These measures are intended to strengthen project governance, improve programme management and reduce the likelihood of similar issues occurring in future programmes.

Key mitigation measures include:

- The introduction of revised business management processes to ensure projects are appropriately scoped, assessed and approved before development commences.

- Enhanced programme governance arrangements, including the establishment of the Minor Works Board to provide oversight, challenge and performance monitoring.
- Improved programme management tools, including scheme trackers, resource planning processes and programme scheduling arrangements.
- Strengthened stakeholder engagement and consultation processes to support clearer communication and the management of expectations.
- Ongoing monitoring and review of project delivery performance to ensure that lessons learned continue to inform future service improvement.

Collectively, these measures provide a more robust framework for the development and delivery of future highway, road safety and neighbourhood improvement schemes, reducing risk and supporting the efficient use of Council resources.

14. Accountable Officers

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