North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

3 November 2016

Ayrshire Shared Services Joint Committee

You are requested to attend a Meeting of the above mentioned Committee o to be held in the Council Chambers, Cunninghame House, Irvine on **THURSDAY 10 NOVEMBER 2016** at **2.00 p.m.** to consider the undernoted business.

BUSINESS

1.   Apologies for absence

2.   Minutes of previous meeting of 17 June 2016 (copy enclosed)

3.   Matters arising from previous meeting

3.1 Appointment of a Chair for items relating to Ayrshire Roads Alliance.
Submit report by Head of Democratic Services (North Ayrshire Council) on the rotation of the Chair in meetings where the business to be transacted involves only two authorities, and ancillary matters (copy enclosed).

AYRSHIRE CIVIL CONTINGENCIES TEAM

4.   Ayrshire Civil Contingencies Team (ACCT)
Submit report by Head of Property and Risk (South Ayrshire Council) on progress made against the 2016/17 Ayrshire Civil Contingencies Team Work Plan (copy enclosed).

AYRSHIRE ROADS ALLIANCE

5. **Maintaining Scotland's Roads**
    Submit report by the Head of Roads, Ayrshire Roads Alliance on the Audit Scotland report, "Maintaining Scotland's Roads", that was published on 4 August 2016 (copy enclosed).

6. **Winter Service**
    Submit report by the Head of Roads, Ayrshire Roads Alliance, the unified Winter Operations delivered over 2015/16 and the proposals for 2016/17 (copy enclosed).

7. **Roadworks Programme**
    Submit report by the Head of Roads, Ayrshire Roads Alliance on progress made with the road improvement programmes within East Ayrshire and South Ayrshire for financial year 2016-2017 (copy enclosed).

8. **Finance Review**
    Submit report by the Depute Chief Executive and Chief Financial Officer, Economy and Skills, on the revenue budget monitoring position for the year to 24th July 2016, for the Ayrshire Roads Alliance (copy enclosed).

9. **Risk Report and Register**
    Submit report by the Head of Roads, Ayrshire Roads Alliance, on the management of risk associated with the Ayrshire Roads Alliance (copy enclosed).

10. **Service Plan Update**
    Submit report by the Head of Roads, Ayrshire Roads Alliance, on progress made to date against the 2016/17 Ayrshire Roads Alliance Service Plan (copy enclosed).

11 **Performance Report**
    Submit report by the Head of Roads, Ayrshire Roads Alliance, on progress made to date against the Performance Scorecard (copy enclosed).

Sederunt

North Ayrshire Council		**Attending**

Councillor Joe Cullinane
Councillor Willie Gibson
Councillor Alan Hill
Councillor Donald Reid

East Ayrshire Council

Councillor Douglas Reid
Councillor Tom Cook,
Councillor Maureen McKay,
Councillor Bobby McDill

Apologies

South Ayrshire Council

Councillor Alec Clark
Councillor Peter Convery,
Councillor John McDowall
Councillor Nan McFarlane

AYRSHIRE SHARED SERVICES JOINT COMMITTEE

Minutes of meeting in County Buildings, Wellington Square, Ayr,
on 17th June 2016 at 2.00 p.m.

Present: Councillors Alec Clark, Peter Convery, John McDowall and Nan McFarlane, South Ayrshire Council; Councillors Tom Cook, Bobby McDill, Maureen McKay and Douglas Reid, East Ayrshire Council; and Councillor Alan Hill, North Ayrshire Council.

Chair: Councillor John McDowall, South Ayrshire Council.

Apologies: Councillors Alex Gallagher, Willie Gibson, and Donald Reid, North Ayrshire Council.

Attending: Lesley Bloomer, Executive Director – Economy, Neighbourhood and Environment, Ralph Riddiough, Head of Legal and Democratic Services and Carol Boyd, Risk and Safety Manager, South Ayrshire Council; Chris McAleavey, Depute Chief Executive (Safer Communities); and John Davidson, Senior Accountant, East Ayrshire Council; Jane McGeorge, Ayrshire Civil Contingencies Co-ordinator, Ayrshire Civil Contingencies Team; Stewart Turner, Head of Roads, Kevin Braidwood, Operations Manager and Alasdair Sneddon, Programme Manager, Ayrshire Roads Alliance; and Lauren Sands, Committee Services Officer, South Ayrshire Council.

1. Declarations of Interest.

There were no declarations of interest by Members in terms of the Joint Committee's Order No. 25 and the Councillors' Code of Conduct.

2. Minutes of previous meeting.

The Minutes of 1st April 2016 (issued) (**link attached**) were submitted and approved.

3. Future Meeting Schedule, Standing Orders and Deputy Chair Arrangements.

There was submitted a report (issued) of 11th May 2016 (**link attached**) by the Executive Director – Economy, Neighbourhood and Environment, South Ayrshire Council, seeking approval for a new meetings schedule; confirmation of Standing Orders; and an alteration to arrangements for the Deputy Chair.

The Executive Director – Economy, Neighbourhood and Environment, South Ayrshire Council, advised on the reasons for submitting this paper to the Joint Committee, namely, that North Ayrshire Council would shortly be taking over the Chairing, hosting and clerking of the Joint Committee meetings and clarification was required by Joint Committee members on how this would be provided as not all meetings would have business that included North Ayrshire Council.

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Concerns were raised on how scrutiny would be affected if the frequency of the meetings was reduced; and in relation to implementing changes to the Chairing, hosting and clerking of the Joint Committee meetings at this stage and the general consensus was that the status quo should remain until at least the Local General Elections in May 2017.

Decided:

(1)   to maintain the status quo with regards to the programme of meetings, with the programme remaining at 6 meetings per year;

(2)   to approve the proposed changes to the Standing Orders as set out in Appendix 2 of the report; and

(3)   not to implement the proposals outlined in Appendix 3 of the report, relating to the chairing, hosting and clerking of meetings, at this time.

AYRSHIRE CIVIL CONTINGENCIES TEAM

4.   Ayrshire Civil Contingencies Team.

There was submitted a report (issued) of 7th June 2016 (**link attached**) by the Head of Property and Risk, South Ayrshire Council, providing updated planning and budgetary information on the integration of the Ayrshire Civil Contingencies Team (ACCT) into South Ayrshire Council as the lead authority.

A member of the Joint Committee raised a question in relation to whether the ACCT had contacted Community Councils to discuss providing Civil Contingencies services at a more local level and the Ayrshire Civil Contingencies Co-ordinator, Ayrshire Civil Contingencies Team, advised that all Community Councils had been approached offering information, however not all were willing to take up the offer.

Decided:

(1)   to agree to 6 monthly reporting on service planning and progress updates from the Ayrshire Civil Contingencies Team;

(2)   to note the current work plan of the Ayrshire Civil Contingencies Team for 2016-17 and the overarching requirements; and

(3)   to agree that the Ayrshire Civil Contingencies Team closely liaise with representatives from each of the Ayrshire Authorises on matters relating to Business Continuity Management.

Councillor Alan Hill left the meeting at this point.

AYRSHIRE ROADS ALLIANCE

5. **Fleet Review.**

There was submitted a report (issued) of 8th June 2016 (**link attached**) by the Head of Roads, Ayrshire Roads Alliance, advising the Joint Committee on the outcome of the review of the fleet within Ayrshire Roads Alliance and making recommendations for the future management arrangements for the service.

A number of questions were raised regarding the review relating to winter maintenance vehicles, whether the proposed savings were firm amounts, how the proposed changes would affect advertising on vehicles and the reduction in the number of tower wagons owned by Ayrshire Roads Alliance by 2019/20. Having heard the Head of Roads', Ayrshire Roads Alliance, explanation the Joint Committee noted the position of the review.

A member of the Joint Committee raised concerns regarding the lack of housekeeping at roads sides affecting the condition of the roads and Ayrshire Roads Alliance's review and although this area was not Ayrshire Roads Alliance's responsibility the Depute Chief Executive (Safer Communities), East Ayrshire Council, advised that he would raise this with East Ayrshire Council as general maintenance tied in with the erosion of the roads.

Decided:

(1)   to approve the proposed Ayrshire Roads Alliance fleet review as outlined within the report;

(2)   to approve the firm proposal and recommendation to proceed on the basis of Option 3; and

(3)   otherwise, note the contents of the report.

6. **Property and Accommodation Review.**

There was submitted a report (issued) of 7th June 2016 (**link attached**) by the Head of Roads, Ayrshire Roads Alliance, advising the Joint Committee on the proposed approach to the review of property and accommodation within the Ayrshire Roads Alliance.

A member of the Joint Committee raised the question as to whether the proposals within the report was propriety work for the rationalisation of departments and the Head of Roads, Ayrshire Roads Alliance, advised that the purpose of the review was to improve the service and make it more efficient and that staff were aware of this. He further advised that initial discussions had taken place with the trade unions, however, no final decisions in relation to the review had been made yet.

Decided:

(1)   to approve the proposed approach to the Ayrshire Roads Alliance property and accommodation review as outlined within the report;

(2)   to agree to specific proposals on the outcome from the Ayrshire Roads Alliance property and accommodation review to be presented to the September meeting of the Joint Committee; and

(3)   otherwise, to note the contents of the report.

7.   Update on Performance Scorecard.

There was submitted a report (issued) of 8th June 2016 (**link attached**) by the Head of Roads, Ayrshire Roads Alliance, advising the Joint Committee regarding the progress made to date against the Performance Scorecard.

A question was raised regarding the deterioration in South Ayrshire Council figures in relation to the percentage of A class roads that should be considered for maintenance and if the figures could be improved on. The Head of Roads advised that it should be possible for the figures to be improved on and that this was currently being addressed.

It was advised that figures for April 2016 were missing from PS 4.4 and 4.6 as the data was still being validated but that this would be passed on once finalised.

Decided:

(1)   to note the performance scorecard and performance metrics presented in the report;

(2)   to continue to receive performance scorecard and performance metrics updates; and

(3)   otherwise, to note the contents of the report.

8.   Risk Report and Register.

There was submitted a report (issued) of 6th June 2016 (**link attached**) by the Head of Roads, Ayrshire Roads Alliance, advising the Joint Committee on the management of risk associated with the Ayrshire Roads Alliance.

Decided:

(1)   to note the risk register presented in the report;

(2)   to continue to receive updates on the progress; and

(3)   otherwise, to note the contents of the report.

9.   Revenue Financial Monitoring Report.

There was submitted a report (issued) of June 2016 (**link attached**) by the Depute Chief Executive and Chief Financial Officer Economy and Skills, East Ayrshire Council, updating the Joint Committee on the revenue budget monitoring position for the year to 31st March 2016, for the Ayrshire Roads Alliance.

Questions were raised regarding the variances on spend for both East and South Ayrshire Councils. Having heard the Head of Roads', Ayrshire Roads Alliance,

explanation, the Joint Committee noted the financial management position of the Ayrshire Roads Alliance.

A member of the Joint Committee requested a breakdown of the variances by area in order to better interpret the information in future and the Head of Roads, Ayrshire Roads Alliance, advised that this would be provided.

Decided:

(1)   to note the financial management position of the Ayrshire Roads Alliance;

(2)   to request a further financial update at the next meeting of the Joint Committee; and

(3)   otherwise, note the content of the report.

10.   **Roadworks Programme 2016/17.**

There was submitted a report (issued) of 8th June 2016 **(link attached**) by the Head of Roads, Ayrshire Roads Alliance, advising the Joint Committee of the progress made with the road improvement programmes within the geographical boundaries of East Ayrshire and South Ayrshire for financial year 2016-2017.

Clarification was sought and provided on roads that it was felt should be included in the Roadworks Programme, deteriorating roads that required to be addressed, underspend within East Ayrshire Council's footways and delayed start dates for works. Having heard the response from the Head of Roads, Ayrshire Roads Alliance, the Joint Committee noted the position of the Roadworks Programme.

Decided:

(1)   to note the Ayrshire Roads Alliance works progress; and

(2)   otherwise, to note the contents of the report.

The meeting ended at 3.20 p.m.

Ayrshire Shared Services Joint Committee

**Report by Head of Democratic Services
to Ayrshire Shared Services Joint Committee
of 10 November 2016**

Agenda Item 3.1

Subject:	**Appointment of a Chair for items relating to Ayrshire Roads Alliance.**
Purpose:	The purpose of this paper is to agree how the Chair is to rotate in meetings where the business to be transacted involves only two authorities, and ancillary matters.
Recommendation:	It is recommended that: -

1) Members from East and South Ayrshire Councils appoint a Chair for items relating to the Ayrshire Roads Alliance as detailed in paragraph 3.2; and

2) Members from all three Councils agree that (i) the accuracy of minutes will be approved at the next meeting of the Committee comprising the same Councils; and (ii) the administrative support for meetings where the business solely relates to two Councils would be provided by the Council who chairs that meeting.

1. Introduction

1.1 The Joint Committee approved Standing Orders at its meeting of 17th June. These allowed for the appointment of a Chair by rotation, for those items where the business to be transacted involves only two authorities. This report seeks a decision on the practicalities of how such Chairs should rotate.

1.2 As is normal, Standing Orders provide that the accuracy of a minute would be approved at the next meeting of the Committee. Such a meeting may not involve the same Councils, and this report also recommends how this can be addressed.

2. Background

2.1 The Joint Committee approved Standing Orders at its meeting of 17th June that allowed for the appointment of a Chair by rotation for those items where the business to be transacted involves only two authorities. Currently, the only routine business that involves only two authorities is business relating to the Ayrshire Roads Alliance (ARA).

2.2 It is good practice to appoint a Chair in advance of a meeting. This allows there to be a pre-meeting. It also allows the person chairing the meeting to prepare in advance. If possible, it would also be preferable that the Chair for ARA items is the same as the Chair of the whole Committee (this will only be possible in the years when East and South Ayrshire Councils chair the Committee). This minimises the need for the Chair to be vacated during those committees which involve items relating to both ARA and non-ARA business. For these reasons it is proposed that Members from South and East Ayrshire Councils appoint a Chair for a fixed period, rather than on an ad-hoc basis.

2.3 The accuracy of committee minutes is generally agreed at the next meeting. Should that meeting comprise different member Councils, it would be possible for two Councils to amend the minute, without the other Council agreeing. It is also questionable whether a meeting comprising two Councils would be quorate to consider the minutes of a three Council meeting. This can be easily resolved by adopting the practice that approval of a minute should go to the next meeting at which the same Councils are represented.

3. Proposals

3.1 It is recommended that Members from East and South Ayrshire Council appoint a Chair for ARA items on an 18 month rotation. This ensures:

- That for 12 of those 18 months the Chair would also be the Chair for items involving three authorities.

- An even split of time spent as Chair between East Ayrshire and South Ayrshire Councils on ARA items.

3.2 This will require a Chair regarding ARA matters to be appointed from South Ayrshire Council to February 2017 and a Chair regarding ARA matters to be appointed from East Ayrshire Council from March to August 2017. Thereafter in September 2017 the same East Ayrshire Councillor would assume the Chair of both the full three-Council Committee and the ARA-only Committee. The table below shows how this would work in practice.

	Joint Cttee Chair	Chair for ARA business
Sept 16 – Feb 17	NAC	SAC
Mar 17 – Aug 17	NAC	EAC
Sept 17 – Feb 18	EAC	EAC
Mar 18 – Aug 18	EAC	EAC
Sept 18 – Feb 19	SAC	SAC
Mar 19 – Aug 19	SAC	SAC
Sept 19 – Feb 20	NAC	SAC
Mar 20 – Aug 20	NAC	EAC

3.3   Administrative support for the Joint Committee is undertaken by the Council from which the whole Committee Chair is drawn, i.e. North Ayrshire Council for the period from September 2016 to August 2017. It is proposed that for any meetings involving solely ARA business then administration of those meetings is provided by the Council to which the Chair for ARA items belongs. This has the benefit of allowing ARA meetings to take place in South or East Ayrshire, minimising the need for Members and officers to travel. It also avoids North Ayrshire officers being aware of, and in attendance during exempt ARA reports.

3.4   It is recommended that approval of a minute should go to the next meeting at which the same Councils are represented.

4.   Implications

Financial Implications

4.1   There are no implications.

Human Resource Implications

4.2   There are no implications.

Legal Implications

4.3   There are no legal implications.

Equality Implications

4.4   There are no equality implications arising from this report.

Environmental Implications

4.5   There are no environmental implications arising from this report.

Implications for Key Priorities

4.6   The proposals promote good governance which in turn facilitates the business of the Committee.

5.   Consultations

5.1   Consultation has taken place between officers of the three Councils.

Andrew Fraser
Head of Democratic and Administration Services
North Ayrshire Council

South Ayrshire Council

**Report by Head of Property and Risk
to Ayrshire Shared Services Joint Committee
of 10 November 2016**

Subject: Ayrshire Civil Contingencies Team (ACCT)

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1.   Purpose

1.1   The purpose of this report is to advise the Joint Committee on progress made against the 2016/17 Ayrshire Civil Contingencies Team Work Plan.

2.   Recommendation

It is recommended that the Joint Committee:

2.1   Approve the progress made against the current work plan for 2016/17, noting recent highlights including Major Accident Site Testing, Event Emergency Management, the review of the 'Disruptive Weather Response' document, work with Community Councils and Health and Social Care Partnership and efforts towards closer alignment of arrangements for Business Continuity.

3.   Background

3.1   The ACCT continues to meet quarterly with the 3 Ayrshire Steering Group comprising the Head of Service from each Council with the responsibility for civil contingencies. This provides an opportunity for monitoring and scrutiny on all civil contingency matters.

3.2   There are also routine meetings scheduled on a one to one basis with each of the Steering Group members; these meetings allow for more detailed discussion relative to the respective Local Authority.

3.3   The ACCT works closely with local emergency services and NHS partners who form the core membership of the Ayrshire Local Resilience Partnership (ALRP).

4.   Proposals

4.1   It is proposed that that the Joint Committee approve the progress made against the current work plan for 2016 – 2017 – detail of which is attached as Appendix 1. Some highlights with regard to recent work activity are detailed in the following paragraphs;

4.2   The Major Accident Control Regulations (MACR) 2013; the Control of Major Accident Hazards Regulations (COMAH) 2015 and the Radiation Emergency Preparedness and Public Information Regulations (REPPIR) 2001 all place a statutory duty on the Local Authority to coordinate the Off-site Contingency Plans for major industrial sites which fall into these categories. This function is undertaken by the ACCT for all of the Ayrshire Local Authorities. During 2016/17 several of these sites have required their Off-site Plans to be reviewed and validated through exercises. Exercise Kestrel was recently held to test the Off-site emergency response arrangements for Hunterston B power station operated by EDF Energy. This was assessed by the Office for Nuclear Regulation and was reported to be a valuable test of these arrangements.

4.3   Members of the ALRP provided the contingency planning for many of the events held this year in Ayrshire including the Open Golf at Royal Troon; the Scottish International Air Show and many smaller scale events. A significant amount of pre-planning, exercising and training in advance of these events helped ensure that adverse incidents could be avoided and also provided comfort to all parties that any emergency arrangements required had been considered and rehearsed.

4.4   One of the highest risks detailed in the West of Scotland Regional Resilience Partnership Community Risk Register has been identified as the potential for severe or disruptive weather. The consequences and impact on the community can be far reaching and it is likely that following such an event Local Authorities will be expected to lead on or provide support to the recovery phase. It has been recognised that an effective and coordinated response by all partners of the ALRP is crucial when managing this type of emergency and therefore the Disruptive Weather Response document has been further reviewed and developed during 2016/17.

4.3   The ACCT has offered support to all Ayrshire Community Councils to develop local Community Resilience Plans. These plans have been fully developed within the Largs and Millport communities and are at an early stage within the New Cumnock area. Further development in this workstream is planned for 2017/18.

4.4   Following the integration of the Health and Social Partnerships, ACCT have been working in conjunction with their NHS resilience colleagues to develop contingency plans for the Ayrshire Partnerships; who will provide the care and support to the local community if they are affected by an emergency.

4.5   Work is ongoing to consider alignment of approach to Business Continuity (BC) Management which will assist in ensuring that response and recovery from adverse incidents can be streamlined. Colleagues with a responsibility for coordination of BC arrangements are building on work undertaken previously to share strategies and methodologies and become involved in reciprocal testing.

5.   **Legal and Procurement Implications**

5.1   There are no legal implications arising from this report.

5.2   There are no procurement implications arising from this report.

6.   **Financial Implications**

6.1   There are no financial implications arising from this report.

7. Human Resources Implications

7.1 There are no HR implications arising from this report.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

10. Sustainable Development Implications

10.1 *Considering Strategic Environmental Assessment (SEA)* - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council strategic objective of 'Improve the way we work as a Council'

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report

Person to Contact   **Donald Gillies, Head of Property and Risk**
                             County Buildings
                             Phone 01292 612839
                             E-mail Donald.gillies@south-ayrshire.gov.uk

Date: 13 October 2016

This document outlines key contingencies tasks, plans, exercises and events for 2016-17. The Ayrshire Civil Contingencies Team (ACCT) are either leading on these or providing support on their development. The information can be read in conjunction with the West of Scotland Regional Resilience Partnership (WoSRRP) Business Plan for 2016 - 2017 which identifies the following strategic objectives and outcomes:

Strategic Objective 1 - Risk & Capability
Assess risk of emergencies occurring across the widest area and determine levels of preparedness and capability
1.1 Existing community risk registers compared and reconciled
1.2 Local and regional risk assessment completed using new guidance
1.3 Local and regional preparedness/capability assessment completed using new guidance
1.4 Production of a multi-agency Risk & Preparedness Assessment
1.5 Production of a public facing Community Risk Register

Strategic Objective 2 - Training, Exercising & Learning
Have in place trained and practiced responders working to an up-to-date framework of plans and arrangements
2.1 A coordinated training programme based on local needs
2.2 An integrated programme of regional and local exercises that also exploits synergies with national exercise initiatives
2.3 An integrated framework for the capture, sharing and implementation of lessons identified from exercises, near misses and actual emergencies

Strategic Objective 3 - Planning & Response Arrangements
Enhance levels of resilience planning and response within responder organisations and across sectors
3.1 Existing multi-agency emergency plans reviewed, compared and rationalised under common format and naming conventions
3.2 Development of common arrangements across Regional Resilience Partnership (RRP) and Local Resilience Partnerships (LRPs) which should be prioritised against risk and capability gaps
3.3 Have in place necessary plans to respond to and deal with emergencies at local and regional levels, tested and published wherever possible

Strategic Objective 4 - Inter-Agency Communications
Have in place arrangements to share information between responders at all levels
4.1 Relevant staff security cleared to appropriate levels
4.2 Existing information sharing arrangements and protocols reviewed and gaps in procedure and compliance identified
4.3 Information sharing platform(s) available to local and regional levels
4.4 Resilient systems in place to allow communication during response

Strategic Objective 5 - Warning & Informing
Have in place arrangements at local and regional levels to advise, warn and inform the public about emergencies
5.1 Public communication activity before, during and after emergencies clearly integrated with local arrangements
5.2 Common and consistent pre-scripted messaging to shape public expectation ahead of specific forecast events
5.3 Review and amalgamation of Communication and Media plans
5.4 Well defined and tested mutual aid arrangements at regional level
5.5 Local and regionally applied tactics for making best use of social media in an emergency

Strategic Objective 6 - Community and Business Resilience
Embed community and business resilience across the RRP
6.1 A regular forum and process in place for identifying, comparing and sharing best practice in business resilience
6.2 A regular forum and process in place for identifying, comparing and sharing best practice in community resilience
6.3 A strategy for promotion of business resilience developed and implemented
6.4 Voluntary sector involved directly in planning, response and recovery
6.5 Analysis of voluntary services supply and demand completed
6.6 Local and regional skills and asset register produced.

Task / Plan /Exercise	Lead	Linked to Strategic Objective/ Outcome	Status
Mass Fatalities - local arrangements (Plan)	ACCT	3	G
Animal Health Local Arrangements (Plan)	ACCT	3	A
Girvan Harbour (MAIRG, Plan & Exercise)	ACCT	3	G
Care for People - Rest Centres (Guidance Document & Exercise)	ACCT	3	G
Emergency Contact Directories (biannual updates June and December)	ACCT	3	G
Flooding Response Plan – EAC (info transfer)	ACCT	3	G
Flooding Response Plan - SAC (info transfer)	ACCT	3	G
Flooding Response Plan – NAC (info transfer)	ACCT	3	G
MTPAS (Mobile Telephone Privileged Access System) Guidelines	ACCT	3	G
Chemring, Stevenston (Plan & Exercise)	ACCT	3	G
DSM (Dutch State Mining) Nutritional Products – Dalry (Plan & Exercise)	ACCT	3	G
Hunterston B Offsite Contingency Plan	ACCT	3	G
Hunterston B Offsite Contingency Plan (Redacted Version)	ACCT	3	G
Wm Grants (Plan & Exercise)	ACCT	3	C
Chivas Brothers – Balgray (Plan & Exercise)	ACCT	3	C
Chivas Brothers – Willowyard (Plan & Exercise)	ACCT	3	C
Civil Contingencies Response & Recovery - EAC	ACCT	2	C
Civil Contingencies Response & Recovery - SAC	ACCT	2	C
Civil Contingencies Response & Recovery - NAC	ACCT	2	C
Emergency Control Centre – EAC (Plan & Exercise)	ACCT	2	C
Gas Pipelines (Ayrshire Plan – annex to regional plan)	ACCT	3	C
Defence Munitions Beith (Plan & Exercise)	ACCT	3	C
Emergency Control Centre – SAC (Plan & Exercise)	ACCT	2	A
Emergency Control Centre – EAC (Plan & Exercise)	ACCT	2	G
Emergency Control Centre – NAC (Plan & Exercise)	ACCT	2	G
Supported Tasks	Lead	Linked to Strategic Objective/ Outcome	Status
NATS Prestwick	NATS	3	G
Community Pandemic Influenza Plan	NHS	3	G
Severe Weather Response Arrangements (annual review)	NHS	3	G
Multiagency Hospital Evacuation Plan	NHS	3	G
Kilmarnock Prison	Police	3	G
Fuel Disruption Plan (Local BC Plans)	NAC, EAC, SAC Fleet Mgt	6	G
Ayr Clinic Plan	NHS	3	A
Health and Social Care Incident Response Plans - Care for People Arrangements	NHS/HSCP	3	A
Glasgow Prestwick Airport Contingency Plan (annual review)	Airport	3	G
Ayr and Troon Harbour	Assoc Ports	3	G
Kilmarnock FC (Plan and Exercise)	ACCT	3	G

Hunterston B - Exercise Programme	EDF	3	G
Joint Health Protection Plan (annual review)	NHS / EH	3	C
Radiation Monitoring Unit (draft)	NHS		A
Arran Multi-Agency Response Plan (annual review)	NHS	3	C
CONTEST Implementation Plan (quarterly review)	Police & LRP partners	3	G
Animal Health – national arrangements	APHA	3	A
Community Risk Register (annual review)	SFRS	3	C
GPA Aircraft Diversionary Receipt Plan	Police	1	C
Seaport Plan (plan and exercise) (triennial review)	NHS / EH	3	C
Community Resilience Sub-Group – (ACCT providing advice and support)	LRP	4	G
Supported Events	Lead	Linked to Council / Service Plans	Status
Roon the Toon (Cycle)	EAC	Y	C
Rod Stewart Concert	EAC	Y	C
Arran Man Triathlon	NAC	Y	C
Open Golf at Troon	SAC	Y	C
SAAFA White Helmets (Motor Cycle Event)	EAC	Y	C
Marymass (Parade/ Gala Week)	NAC	Y	C
Celebrate East Ayrshire	EAC	Y	C
Scottish Airshow	Promoter & SAC	Y	C
Vikingar (Festival)	NAC	Y	C
Arran Sportive (Cycle)	NAC	Y	C
EAC Tour of Britain (Cycle)	EAC	Y	C
Marmotte Ecosse (Cycle)	EAC	Y	C

Green – on target   Amber – ongoing with slippage
Red - not on target   Complete – until next review

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE
MAINTAINING SCOTLAND'S ROADS

Report by the Head of Roads - Ayrshire Roads Alliance

PURPOSE

1. The purpose of this Report is to advise the Joint Committee on the "Maintaining Scotland's Road" Report which was published on 4 August 2016.

DETAIL

2. The report was prepared by Audit Scotland for the Auditor General for Scotland and the Accounts Commission for Scotland. The report is the follow up report to the previous reports from February 2011 and May 2013. On this occasion the report covers the entire roads network in Scotland including the trunk roads.

3. The report states that proper maintenance of the roads network is vital for economic prosperity and for people to travel around safely.

4. In general terms, the report indicates that roads authorities urgently need to be more innovative; they need to develop more robust ways to compare relative efficiency; and engage better with road users. Overall, progress in developing shared roads maintenance services has been disappointingly slow and there is no clear plan or timetable for this to be delivered.

5. Councils are currently establishing regional frameworks but these could be classified as just local collaboration bodies which share best practice and some resources. This should not be confused with the Ayrshire Shared Services Joint Committee which is the governing body for the shared roads service in East Ayrshire and South Ayrshire. There are presently five regional collaboration groupings. The Ayrshire Roads Alliance is sited in the "South Exploratory Group" with Dumfries and Galloway Council, where we have started to share expertise and best practice.

6. At present every Roads Authority in Scotland is part of regional collaboration except for North Ayrshire Council and Shetland Islands Council.

7. Councils maintain most of Scotland's roads network, around 93% of the road length. The proportion of these roads classed as being in acceptable condition has remained constant at around 63 per cent from 2011/12 to 2014/15. The road condition in East Ayrshire and South Ayrshire has improved in this period (60 to 62%; and 54 to 56% respectively).

8. The report also focuses on road asset management plans. It is acknowledged that every roads authority now has an asset plan but there is a need to improve their consistency and their quality. The Society of Chief Officers of Transportation in Scotland (SCOTS) commissioned an external consultant to assess both quality and progress. The 32 local authorities are presently reviewing their section of the report to allow the various actions to be taken forward.

9. Audit Scotland included the Ayrshire Roads Alliance as part of their fieldwork in October 2015, and they met with Cllr Reid and Cllr McDowall; and separately with officers. As a result there is specific and significant reference to the Alliance in the report. Extracts are included in Appendix One.

NEXT STEPS

10. The report sets out a number of recommendations for the Scottish Government, Transport Scotland, SCOTS, and the Local Authorities to address. These include the increased development of collaboration at a regional level; learning lessons from existing shared service models such as the Ayrshire Roads Alliance; implement the road asset management plan consultant's review recommendations; and improve methods of assessing and comparing council roads' performance.

11. In the Ayrshire Roads Alliance we will continue to engage with any organisations. However, to date there has been very limited discussion with others.

12. From an asset management perspective we have recently agreed to enter into a pilot exercise with the Improvement Service to review our asset management plans. This will allow us to change our approach in asset management from an output basis to an outcome basis. This will ensure the customer gets an improved service delivery. This type of approach has worked successfully in Australia and New Zealand.

COMMUNITY PLANNING/POLICY IMPLICATIONS

13. The work undertaken by the Ayrshire Roads Alliance aligns with the Community Plan for East Ayrshire Council; and the Council Plan for South Ayrshire Council.

LEGAL IMPLICATIONS

14. The work of the Ayrshire Roads Alliance is undertaken in accordance with relevant legislation.

HUMAN RESOURCE IMPLICATIONS

15. The work relating to Maintaining Scotland's Roads has no direct impact on human resources.

EQUALITY IMPACT ASSESSMENT

16. The work associated with developing the recommendations contained within the Maintaining Scotland's Roads Report will complement the Equality Impact Assessment by ensuring that any issues arising are adequately prioritised and managed.

FINANCIAL/RISK IMPLICATIONS

17. At present there are financial or risk implications.

RECOMMENDATIONS

18. It is recommended that the Joint Committee:

    i.   Notes the Maintaining Scotland's Report;

    ii.   Requests that a further and more detailed report is brought to a future meeting of the Joint Committee detailing the specific actions against the Ayrshire Roads Alliance; and

    iii.   Otherwise, notes the content of the report.

Stewart Turner
Head of Roads - Ayrshire Roads Alliance

10 October 2016

LIST OF APPENDICES

Extracts from the Audit Scotland Report; and Audit Scotland Report – Maintaining Scotland's Roads.

(http://www.audit-scotland.gov.uk/uploads/docs/report/2016/nr_160804_maintaining_roads.pdf)

For further information on this report, please contact Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164, or at
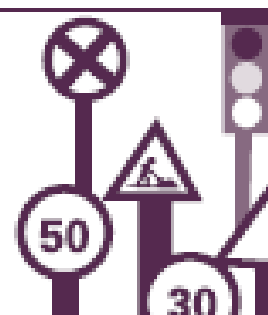stewart.turner@ayrshireroadsalliance.org

Appendix One – Extracts for the Maintaining Scotland's Roads Report

88. East Ayrshire Council and South Ayrshire Council established the Ayrshire Roads Alliance in April 2014. The councils decided to agree a fully shared service on the basis of a detailed business case and options appraisal process that considered a range of service models. The Appendix provides more details on the shared service, its anticipated benefits and progress to date.

89. The experience of establishing the Ayrshire Roads Alliance has highlighted several lessons and challenges for other potential shared service arrangements. Similar to other Audit Scotland reports commenting on what good partnership working looks like, the Ayrshire Roads Alliance has identified that the main lessons for others include the importance of:

- agreeing a lead authority (in this case East Ayrshire Council) early in the process to maintain progress

- the early involvement of elected members to ensure they have influence and are kept informed of developments

- setting out well defined governance arrangements, such as oversight, roles and responsibilities, which maintain clear elected member involvement

- clarifying the split between strategic and operational functions early in the process

- the need to keep affected staff informed and involved throughout

- having a good baseline understanding of the existing services and where the shared arrangements can have most impact.

Appendix

The Ayrshire Roads Alliance

The Ayrshire Roads Alliance (ARA) was established in April 2014 as a shared roads service between East and South Ayrshire councils. All three Ayrshire councils were involved in developing it following the establishment of the Ayrshire Shared Services Joint Committee in March 2012. In June 2013 North Ayrshire Council decided not join the ARA after the business case was prepared. East and South Ayrshire councils consider that the joint committee arrangement provides an established governance framework, and a good forum for discussing the development of the shared service, and joint decision-making.

The Ayrshire Roads Alliance has been set up as a shared strategic function, including a single head of service. The two participant councils remain the statutory roads authorities. The ARA acts as a single operational service across the area. All South Ayrshire Council roads and transportation staff transferred (under TUPE arrangements) to East Ayrshire Council. The Ayrshire Roads Alliance considers this provides a more flexible and mobile workforce that can be used more effectively across the combined road network.

To maintain responsiveness to each council's priorities, roads maintenance and improvement work is currently planned separately through two separate RAMPs. Each council also retains responsibility for its roads maintenance budget. The Ayrshire Roads Alliance sees this as a key factor in addressing elected member concerns about the potential for loss of local control and accountability in a shared service. With the exception of a small shared strategic budget, spending is ring-fenced for activity within each of the geographic areas. The total budget for 2014/15 was £24.4 million, with £16.7 million coming from East Ayrshire Council and £8.1 million from South Ayrshire Council.

The business case identifies developing a mobile, integrated and responsive workforce as a core aim of the shared service. It sets a savings target of £8.6 million over the first ten years of the service (approximately six per cent of current revenue spending). Savings over the first few years are expected to be generated mainly through a reduction in strategic staff. There are currently no plans to reduce the level of operational staffing, although the Alliance has identified the opportunity to reduce its combined winter maintenance fleet as a result of more efficient gritting routes across the combined area.

Historically, the two councils' spending on roads maintenance has differed significantly. The Ayrshire Roads Alliance considers that joint scrutiny of plans and budgets at the shared services joint committee has allowed elected members to become more aware of these differences and the potential impact of different levels of investment. Since the Alliance was established, South Ayrshire Council has decided to allocate additional capital investment to roads maintenance, investing an additional £10 million over five years.

Maintaining Scotland's roads

A follow-up report

The Accounts Commission

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We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:
- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

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Auditor General for Scotland

The Auditor General's role is to:
- appoint auditors to Scotland's central government and NHS bodies
- examine how public bodies spend public money
- help them to manage their finances to the highest standards
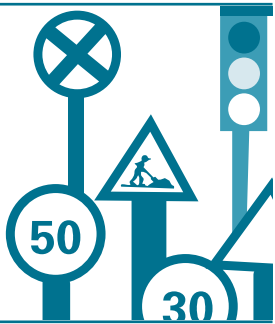- check whether they achieve value for money.

The Auditor General is independent and reports to the Scottish Parliament on the performance of:
- directorates of the Scottish Government
- government agencies, eg the Scottish Prison Service, Historic Environment Scotland
- NHS bodies
- further education colleges
- Scottish Water
- NDPBs and others, eg Scottish Police Authority, Scottish Fire and Rescue Service.

You can find out more about the work of the Auditor General on our website: www.audit-scotland.gov.uk/about/ags

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.
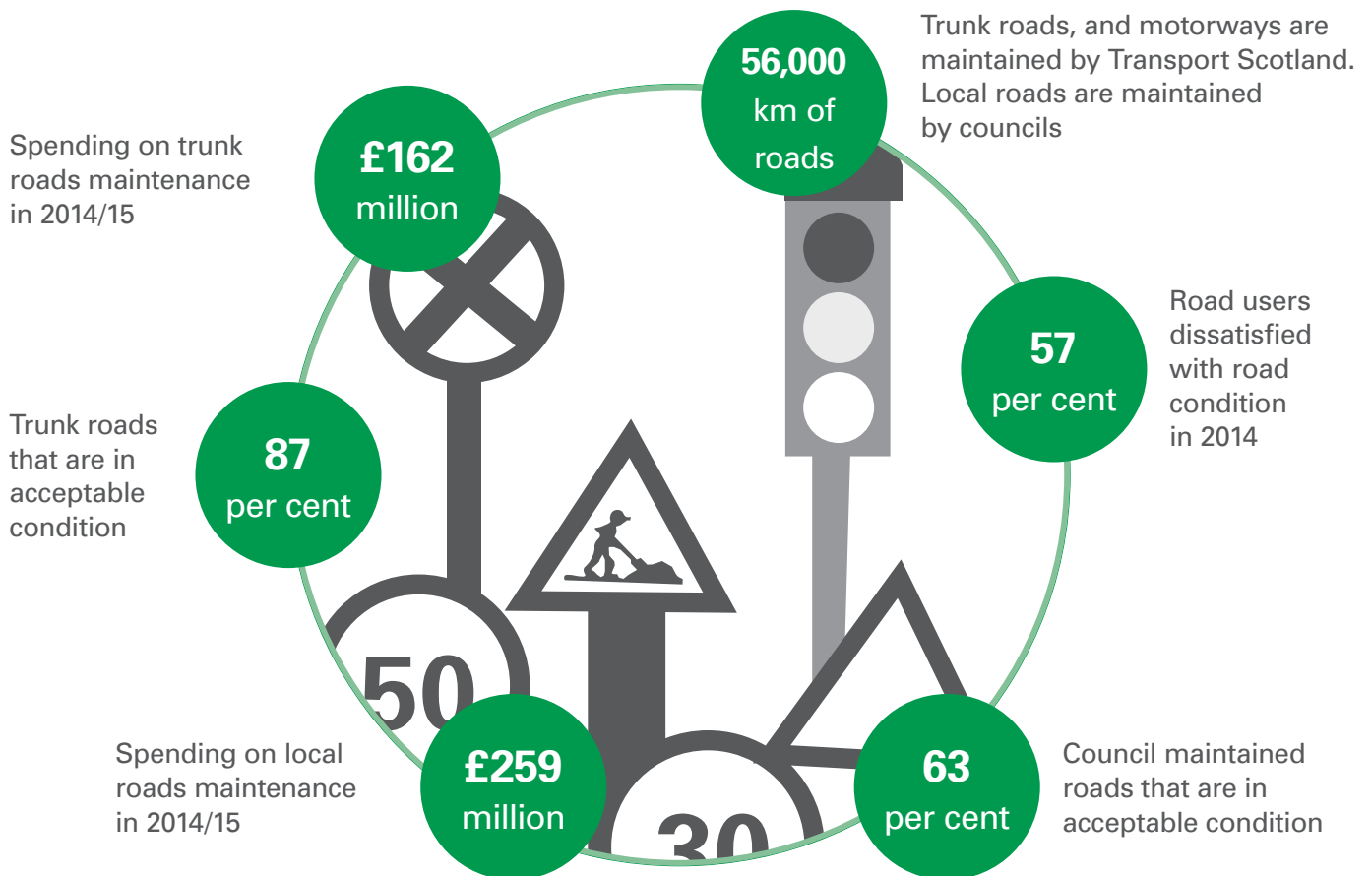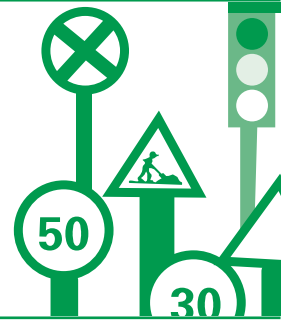
Contents

Links

PDF download

Web link

Key facts

56,000 km of roads

Trunk roads, and motorways are maintained by Transport Scotland. Local roads are maintained by councils

Spending on trunk roads maintenance in 2014/15

£162 million

Road users dissatisfied with road condition in 2014

57 per cent

Trunk roads that are in acceptable condition

87 per cent

Spending on local roads maintenance in 2014/15

£259 million

Council maintained roads that are in acceptable condition

63 per cent

Summary

1. The proper maintenance of the road network is vital to Scotland's economic prosperity and for road users to travel safely. Roads authorities, locally and nationally, urgently need to demonstrate a much greater commitment to innovation, comparing relative efficiency and being clearer with the public about the impact on road condition of agreed spending levels. It is clear that the status quo is no longer an option if there is to be any improvement in road condition. A longer-term view is required, one that takes into account both the need for new roads and the maintenance of the existing road network.

2. Independent survey results indicate that the condition of council-maintained roads has remained stable at around 63 per cent in acceptable condition over the period 2011/12 to 2014/15. There is significant variation in road condition among councils. There is also concern that the survey approach does not always pick up the full extent of failures in the structural integrity of lower road layers. Fifty-seven per cent of users report that road condition is a major concern. While 13 authorities increased their spending, overall council expenditure on roads maintenance continues to decrease, from £302 million in 2011/12 to £259 million in 2014/15 (14 per cent). Overall, councils spent £33 million (13 per cent) less on planned and routine maintenance in 2014/15 than the Society of Chief Officers of Transportation Scotland considers was necessary to maintain the current condition of local roads.

3. The condition of trunk roads declined from 90 per cent in acceptable condition in 2011/12 to 87 per cent in 2014/15. Most of this decline is associated with the condition of motorways. Transport Scotland attributes this to more resurfacing work, instead of more expensive reconstruction which would also improve the condition of the lower road layers. Transport Scotland's expenditure on trunk roads maintenance fell from £168 million in 2011/12 to £162 million in 2014/15 (four per cent). It spent £24 million (38 per cent) less on structural maintenance in 2014/15 than it considers was necessary to maintain trunk road condition at its current levels.

4. In the current context of reduced public spending, the competing priorities of some services, such as education, health and social care mean that roads maintenance budgets may be put under further pressure. There is evidence that roads authorities are better prioritising and targeting roads maintenance, and using cheaper treatment options. This has helped available budgets go further but carries risks. Increasing the use of surface dressing might help to maintain the condition of the surface of the road network in the short term, but this may not deliver value for money in the longer term. It is important that

roads authorities need to demonstrate greater commitment to improving road condition

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proper scrutiny and challenge includes taking account of all options and users' views when considering spending on roads.

5 Progress with introducing a shared services approach to roads maintenance, a central theme of the 2012 National Roads Maintenance Review, has been disappointingly slow. Councils are in the process of establishing regional governance bodies for local roads maintenance but there is still no clear plan and timetable for determining the extent of shared services at an operational level. Scottish ministers want to see councils make more progress, and be able to demonstrate the efficiency savings and other benefits arising, before trunk roads could be considered for inclusion in such regional arrangements.

Recommendations

The Strategic Action Group should:[1]

- Ensure that the Roads Collaboration Board works with regional group partners to determine a clear plan and timetable for:

  – supporting the development of regional arrangements for roads services to secure the benefits arising, such as efficiencies, increased service resilience and professional skills, while also preserving local accountability

  – making decisions on the extent of shared services at an operational level

  – learning lessons from existing shared service models such as the Ayrshire Roads Alliance, Tayside Contracts and further afield

  – establishing a baseline position, so that roads authorities can measure the expected benefits from collaboration over time

  – develop outcome measures which demonstrate the contribution of well-maintained roads to Scotland's economy.

Councils should:

- Ensure that they work closely with the Roads Collaboration Programme and regional group partners to determine the extent of shared service models for roads maintenance operations

- Ensure that they implement the findings of the consultant's review of Roads Asset Management Plans (RAMPs) where relevant

- Implement methods for assessing and comparing councils' roads maintenance efficiency with the aim of identifying and learning from councils delivering services more efficiently

- Use the National Highways & Transport (NHT) Network Survey, or similar, to obtain user views and perceptions of roads services consistently

- Use the results of user surveys to develop more proactive ways of engaging with the public over roads maintenance issues, and to help inform scrutiny and challenge of roads maintenance budgetary proposals.

Councils and Transport Scotland should:

- Ensure that they use their RAMPs to inform elected members and Scottish ministers of long-term investment plans for maintaining roads that take into account the whole-life costing of treatment options

- Ensure that the consequences of spending less than that necessary to maintain current road condition adequately features in budget-setting processes to allow elected members and Scottish ministers make informed choices which take account of competing demands and priorities.

Transport Scotland should:

- Make road condition information publicly available for the geographical areas of the trunk road network: North West, North East, South East and South West Scotland

- Identify unit cost or other efficiency measures to evaluate the value for money provided by operating companies

- Consider the overall trend in performance of operating companies and ensure it has appropriate mechanisms in place for addressing areas of poorer performance

- Fully take account of the needs of the existing trunk road network when considering the affordability of large-scale transport investments taken forward within the Scottish Government's Infrastructure Investment Plan

- Consider its future strategy for maintaining the trunk road network. The strategy should fully reflect the progress made by council regional groupings in determining the extent of shared service models for roads maintenance operations. If Transport Scotland decides to renew its existing operating contracts, it should seek to maximise opportunities for greater collaboration with councils through contract conditions.

The Society of Chief Officers of Transportation Scotland (SCOTS) should:

- Work with councils to implement the findings of the consultant's review of RAMPs, and promote good practice where it is identified

- Continue, as a matter of priority, to work with consultants to develop methods for assessing and comparing how efficient councils are at roads maintenance

- Focus the work of the Scottish Roads Research Board so that it identifies a programme of research projects aimed at maximising innovation and sharing current good practice in delivering roads maintenance services.

This is the third time we have reported on roads maintenance in the last six years. We expect the Strategic Action Group to publicly report on the progress made on implementing the recommendations contained in this report. It should publish this report no later than the end of December 2017.

Background

1. In February 2011, the Auditor General for Scotland and the Accounts Commission published *Maintaining Scotland's roads: A follow-up report* ⊕. The audit examined progress on implementing recommendations in *Maintaining Scotland's roads* which the Auditor General for Scotland and the Accounts Commission published in November 2004. The 2011 audit report found the following:

- The condition of Scotland's roads had worsened since 2004.

- Spending on roads maintenance had fallen, after taking account of road construction inflation.[2]

- Roads authorities could improve how they manage roads maintenance, for example by introducing Roads Asset Management Plans and using performance indicators to help them benchmark against other roads authorities.

- The Scottish Government should consider whether a national review of how the road network is managed and maintained is needed to stimulate service redesign and increase the pace of examining the potential for shared services.

2. The Scottish Government and councils initiated a National Review of Road Maintenance (NRMR) later in 2011. A Strategic Action Group, jointly chaired by COSLA and the Minister for Transport and Islands, provided overall direction to the NRMR. The findings of the NRMR, published in July 2012, identified 30 actions under six main themes:

- Better asset management, including prioritising investment in roads maintenance.

- The use of performance information to support benchmarking.

- Using innovation.

- Enabling faster progress in improving road condition.

- Considering different delivery models, including the scope for greater collaboration and the 'optimum arrangements for the management and maintenance of roads in Scotland' (known as Option 30).

- Communicating with industry partners and road users.

The Supplement provides more details of the NRMR actions.

3. In May 2013, the Accounts Commission published *Maintaining Scotland's roads: An audit update on councils' progress.* The audit examined councils' progress in implementing relevant recommendations in the 2011 audit report. It also reviewed progress on implementing the actions set out in NRMR. The 2013 audit report found the following:

- The condition of local roads had improved marginally since 2010.

- Some progress had been made with the introduction of RAMPs and performance indicators but further work was needed.

- The NRMR was progressing but significant new ways of working would take time to put in place.

4. Overall, the Accounts Commission recognised that although councils were facing budget constraints, they needed to improve the condition of Scotland's roads more quickly.

About this audit

5. This audit follows up previous audit reports in 2011 and 2013. It reviews:

- changes in road condition and spending on roads maintenance since the 2011 report

- progress made against previous audit recommendations

- progress in implementing the actions set out in the NRMR, in particular Option 30.

6. During the audit we:

- analysed performance data, in particular road condition and spending on roads maintenance

- reviewed other key information and documents such as:
    – Transport Scotland strategic documents
    – Roads Collaboration Programme updates and reports
    – Scottish Roads Research Board documentation
    – User survey results, such as those generated from the Scottish Household Survey and the National Highways & Transport Network Survey

- conducted fieldwork at a sample of 11 roads authorities, where we:

- reviewed strategic documents such as Roads Investment Strategies, Roads Asset Management Plans and Annual Status and Options Reports

- interviewed senior officers and elected members at a sample of ten councils, and senior officers at Transport Scotland.

7. The report has two parts:

- Part 1 outlines the condition and cost of maintaining Scotland's roads.

- Part 2 reviews progress made in improving the management of roads maintenance.

Part 1

The condition and cost of maintaining Scotland's roads
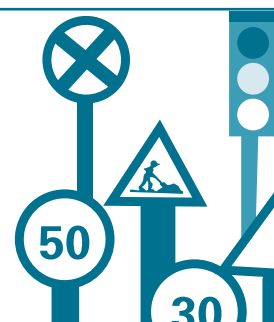
Key messages

1 Independent survey results indicate the overall condition of council-maintained roads has remained stable, at around 63 per cent in acceptable condition over the period 2011/12 to 2014/15. Road condition varies among individual councils from 44 per cent to 79 per cent in acceptable condition. While 13 authorities increased their spending, overall council expenditure continues to decrease, from £302 million in 2011/12 to £259 million in 2014/15 (14 per cent). Overall, councils spent £33 million (13 per cent) less on planned and routine maintenance in 2014/15 than the Society of Chief Officers of Transportation Scotland (SCOTS) considers was necessary to maintain the current condition of local roads. Only a third of councils are presenting options to elected members on what kind of road condition can be expected from different levels of spending.

2 The condition of trunk roads declined from 90 per cent in acceptable condition in 2011/12 to 87 per cent in 2014/15. Most of this decline is associated with the condition of motorways. Transport Scotland attributes this to more resurfacing work, instead of more expensive reconstruction which would also improve the condition of the lower road layers. Its expenditure on trunk roads maintenance fell from £168 million in 2011/12 to £162 million in 2014/15 (four per cent).Transport Scotland spent £24 million (38 per cent) less on structural maintenance in 2014/15 than it considers necessary to keep trunk road condition at its current levels.

3 Fifty-seven per cent of users report that road condition is a major concern. Councils and Transport Scotland both need to be clearer with the public on the impact that current levels of investment will have on road condition. They also need to take account of users' views consistently to make informed budgetary decisions that take account of competing priorities.

users consider road condition as a major concern

Proper maintenance of the road network is vital to Scotland's economic prosperity and for road users to travel safely

8. Scotland's road network connects business with customers, suppliers and the workforce, helps people access places of employment and education, and helps move goods from point of production to local, national and international markets. There is no single indicator of how roads contribute to economic and social outcomes. But the Scottish Government considers that the road network plays a part in delivering nine of the 16 national outcomes in its National Performance Framework.[3]

9. Scotland's road network consists of almost 56,000 kilometres of road, as well as footways, bridges, lighting, signs and lines. Councils are responsible for 25,600 kilometres of classified roads and 26,800 kilometres of unclassified roads. Classified roads comprise:

- **A roads** – major roads which deliver the basic road links to certain areas or communities.

- **B roads** – roads that serve a local purpose and connect to strategic routes.

- **C roads** – mainly rural interconnecting roads.

10. Transport Scotland is responsible for 3,600 kilometres of motorways and trunk roads. Motorways and trunk roads make up only six per cent of the road network but, based on vehicle mileage, carry over a third of the traffic and nearly two-thirds of heavy goods vehicles (HGVs). In this report, the term trunk roads include motorways, while local roads mean council-maintained roads.

11. Councils are changing the way they value local roads with effect from 2016/17. The value of local roads will now be calculated on a similar basis to trunk roads, based on depreciated replacement cost, that is, the cost of replacing all roads to their current condition. The change is likely to lead to a significant increase in the value of Scottish councils' road network. Local roads will be the highest value asset on councils' balance sheets.

12. Road maintenance covers all work on roads other than major new-build work. It includes:

- structural maintenance, such as planned schedules of resurfacing or reconstruction works. Resurfacing is aimed at replacing a failed road surface. Reconstruction replaces a failed road structure, including the surface and lower road layers.

- surface dressing, to seal the surface, improve skidding resistance and restore ride quality

- routine maintenance, such as repairing potholes, emptying drains and gullies, and repairs to lighting and signs

- weather and winter services, such as applying salt and grit to remove snow and ice

- reactive maintenance, such as responding to inspections, complaints or emergencies.

Generally, the cost of materials forms the greatest proportion of spending associated with structural maintenance, while staff costs comprise the greatest proportion of spending on routine repairs.

13. Police accident records indicate that the biggest cause of road accidents is driver error or reaction, being a factor in 68 per cent of all road traffic accidents. Poor road condition is a small, but still important, contributory factor in the causes of road traffic accidents. Police accident records indicate that poor and defective road conditions are a contributory factor in around 0.7 per cent of fatal road traffic accidents in the UK, 0.8 per cent of serious road traffic accidents and 0.6 per cent of slight road

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traffic accidents[4]. Between 2010 and 2014, there were 865 fatal, 8,039 serious and 38,957 slight road traffic accidents on Scottish roads. Extrapolating these figures means that poor and defective road condition may have been a contributory factor in six fatal, 64 serious and 234 slight road traffic accidents on Scottish roads over the five-year period.

14. Good road condition is also of vital interest to cyclists. The number of cyclists killed or injured on Scotland's roads increased from 776 in 2004 to 857 in 2014 (10.4 per cent).[5] The number of accidents involving cyclists where road condition was a contributory factor is not recorded. While the increase in casualties is likely to be attributable, at least in part, to the growing popularity of cycling to work and as a leisure activity, the Scottish Household Survey routinely asks those surveyed why they do not cycle to work. On average, five per cent of those surveyed between 2010 and 2014 said that they do not cycle to work because the road surfaces are dangerous.[6]

The condition of the Scottish road network has worsened since 2011, mainly as a result of a decline in the condition of motorways

15. The Society of Chief Officers of Transportation Scotland (SCOTS) appoints WDM Ltd, a private firm with UK-wide experience in undertaking roads surveys, to undertake annual surveys of the condition of local roads on behalf of councils. *The Scottish Road Maintenance Condition Survey* uses a traffic speed machine based survey (Surface Condition Assessment for the National Network of Roads – SCANNER) to make a number of measurements that describe the condition of the road surface, including rutting, cracking and ride quality. This allows councils to assess the length of road requiring maintenance. The length of road surveyed annually includes:

- 100 per cent of A class roads with the direction of travel changed in alternate years

- 50 per cent of B and C class roads with the remaining 50 per cent surveyed the following year. The direction of travel is also alternated such that every B and C class road lane is surveyed every four years

- 10 per cent of unclassified roads are surveyed in one direction each year.

16. The results of the survey are used to classify local roads into one of three measures:

- **Green** – roads are in acceptable condition.

- **Amber** – some deterioration is apparent on the roads and should be investigated to determine the best time to carry out planned maintenance treatment.

- **Red** – roads are in poor condition and are likely to require repairs within one year.

17. A road that is assessed as in an acceptable condition through the survey does not necessarily mean it is free of any defects. Equally, a road that is in a poor condition does not necessarily mean it is unusable. But a road in poor condition:

- may require vehicles to travel at lower speeds

- increases the risk of vehicular suspension and other damage

- could present an increased safety risk, for example owing to the loss of the road's anti-skid properties.

18. SCANNER provides an indicator of the condition of the lower road layers but not an absolute measure. Transport Scotland tests the surface of the trunk road network using SCANNER. It also uses a Deflectograph to provide an estimate of the remaining useful life of trunk roads and to identify areas requiring strengthening. The Deflectograph is a lorry-mounted system involving a loaded wheel passing over the road. The size of the deflection is related to the strength of the lower road layers. Each year, Transport Scotland uses the Deflectograph to survey 20 per cent of the trunk road network.

19. The different approaches mean that, under normal circumstances, the reported condition of the local road network cannot be compared with that of trunk roads. Transport Scotland publicly reports trunk road condition using the combined results of its SCANNER and Deflectograph surveys. But it is also able to separate its survey results so that trunk road condition can be more directly comparable with that of local roads. This report outlines the condition of the trunk road network using both how Transport Scotland reports it (combined surface and lower road layer surveys) and surface survey only.

The condition of council-maintained roads has stabilised overall
20. The 2011 audit report found that the condition of council-maintained classified roads had deteriorated over the last five years. In 2005/06, 70 per cent were in acceptable condition. By 2010/11, the figure had dropped to 66 per cent in acceptable condition. Since then, the road condition survey indicates that the proportion of classified local roads in acceptable condition has remained the same (Exhibit 1).

Exhibit 1
The condition of council-maintained roads from 2011/12 to 2014/15
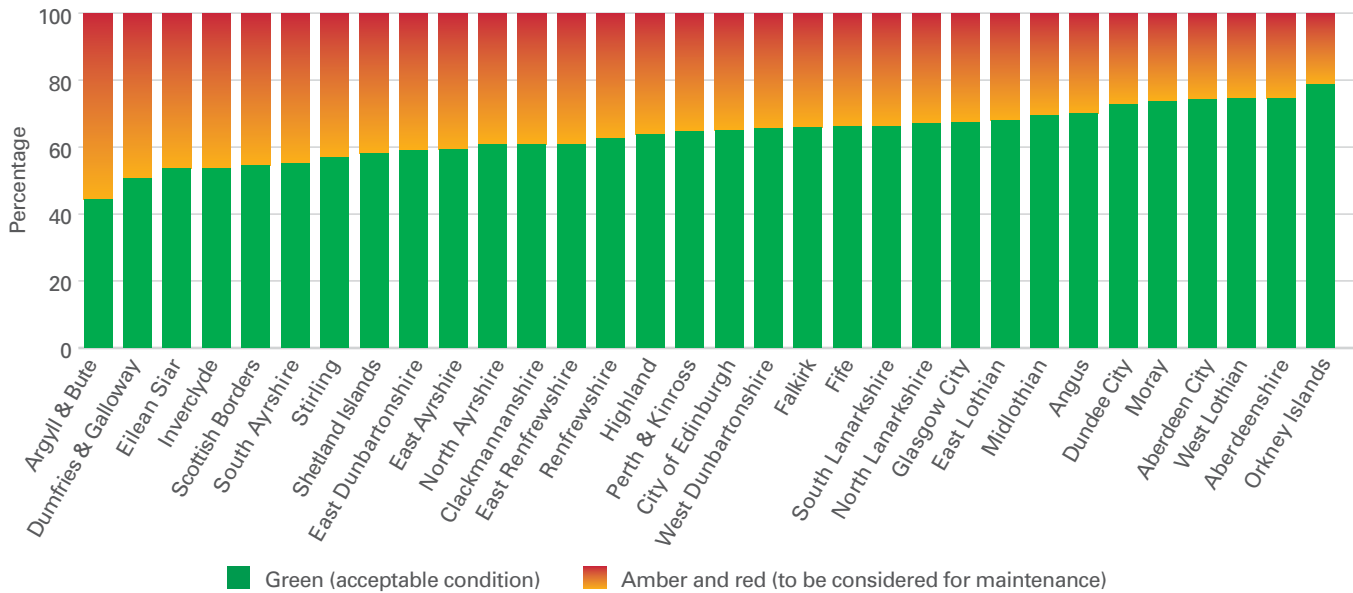The proportion of local roads in acceptable condition remained the same between 2011/12 and 2014/15.

Source: SCOTS

21. Unclassified roads make up slightly more than half the local road network. The condition of unclassified roads declined slightly from 62 per cent in acceptable condition in 2011/12 to 60 per cent in acceptable condition in 2014/15. Unclassified roads continue to be in worse condition than classified roads.

22. While the overall condition of council-maintained roads has remained stable at around 63 per cent over the period 2011/12 to 2014/15, there is significant variation in the condition of roads among councils. For example, in 2014/15, the proportion of local roads in acceptable condition ranged from 44 per cent in Argyll and Bute Council to 79 per cent in Orkney Islands Council (Exhibit 2).

Exhibit 2
Comparison of the proportion of roads in acceptable condition by council for 2014/15
There is significant variation in road condition among individual councils.

Source: SCOTS

23. There is also significant variation among councils in how the condition of local roads has changed over time. Between 2011/12 and 2014/15, survey results indicate that for 18 councils the proportion of their local roads in acceptable condition increased, while for 14 councils the condition of their local roads deteriorated. The extent of variation ranged from an improvement in acceptable condition of 11 per cent in Comhairle nan Eilean Siar to a deterioration of nine per cent in Scottish Borders Council (Exhibit 3, page 15). There is no obvious correlation between the change in road condition over time and the current level of road condition in individual councils.

Exhibit 3

Change in percentage of council-maintained roads in acceptable condition from 2011/12 to 2014/15
There is significant variation in the change in road condition between councils.
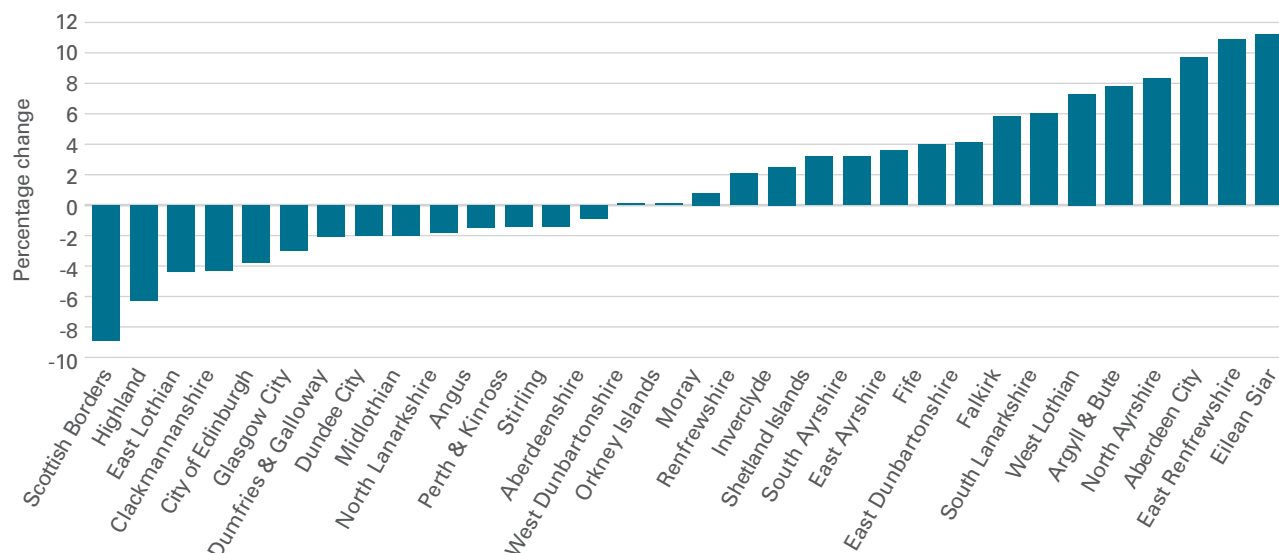
Source: SCOTS

The condition of trunk roads has worsened

24. Transport Scotland has a higher maintenance standard for the trunk road network. In particular, it considers that motorways need to be maintained to a higher standard owing to the higher proportion of HGVs thus enabling traffic to move safely at higher speeds than normally experienced on local roads.

25. Using Transport Scotland's method of assessing road condition, the condition of trunk roads declined from 90 per cent in acceptable condition in 2011/12 to 87 per cent in 2014/15. Dual and single-track A-class roads are in better condition than motorways. Motorways declined from 79 per cent in acceptable condition in 2011/12 to 74 per cent in acceptable condition in 2014/15 (Exhibit 4, page 16). Transport Scotland attributes much of the decline in motorway condition to doing more resurfacing work instead of reconstruction, which would also improve the condition of lower road layers (paragraph 72).

26. The 2011 audit report found that 78 per cent of trunk roads were in acceptable condition in 2010/11 based on the methodology used to assess council-maintained roads, that is, based on surface survey only. Since then, the overall condition of trunk roads has increased slightly to 79 per cent in acceptable condition. However, the proportion of motorways in acceptable condition fell from 70 per cent in 2011/12 to 58 per cent in 2014/15 (Exhibit 4, page 16).

Exhibit 4
The condition of trunk roads from 2011/12 to 2014/15
The condition of trunk roads has worsened since 2011/12.
Condition results using Transport Scotland's approach, that is combined surface and lower road layers surveys.

Green and amber (acceptable condition)　　Red (to be considered for maintenance)
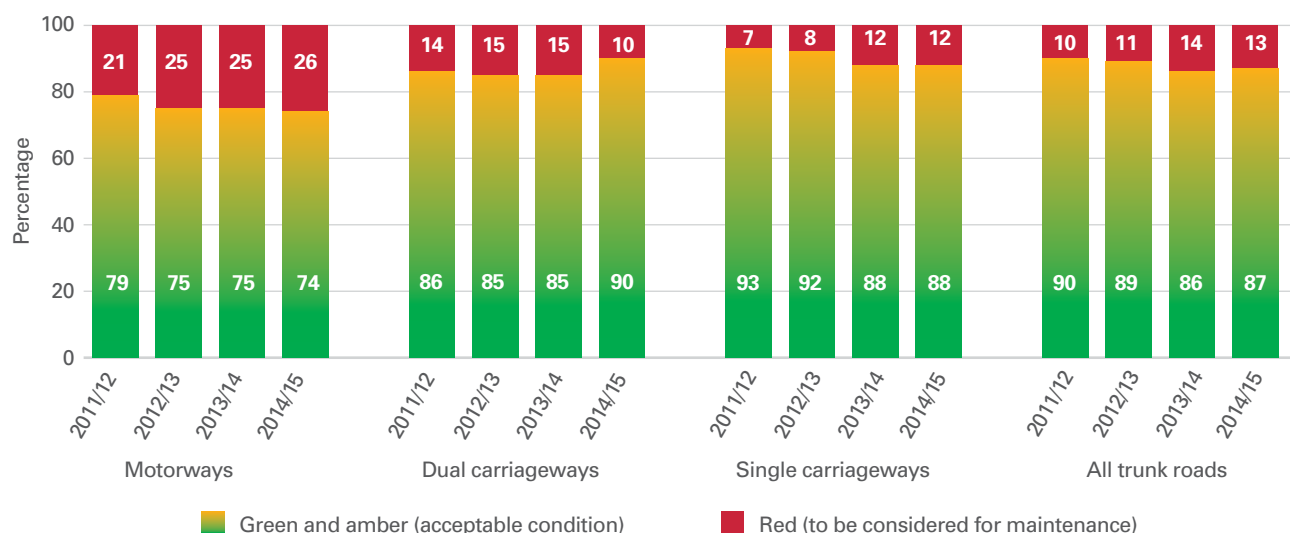
Condition results using councils' approach, that is surface survey only

Green (acceptable condition)　　Red and amber (to be considered for maintenance)
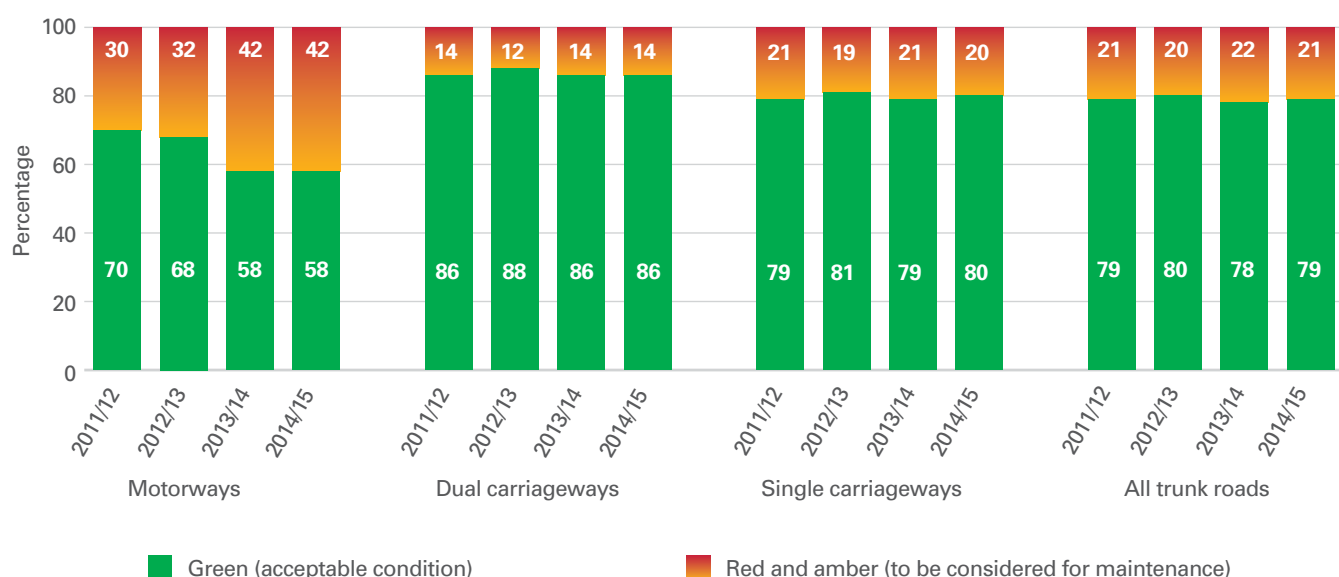
Source: Transport Scotland

27. Transport Scotland evaluates the quality of trunk road maintenance through the Performance Audit Group (PAGplus) and the annual reports it produces. These reports assess the performance of the operating companies which carry out trunk roads maintenance on behalf of Transport Scotland. Prior to June 2015, four operating companies provided trunk roads maintenance, organised into four geographical areas. A fifth operating company began operations in June 2015 when responsibility for maintaining the Forth Road Bridge and adjacent trunk road network was transferred from the Forth Estuary Transport Authority to Transport

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Scotland. PAGplus assesses the performance of operating companies using a number of criteria, including:

- Repair of major defects

- Planned maintenance of roads and other structures

- Winter service response times

- Safety inspections and patrols.

28. PAGplus assesses the performance of operating companies on a scale from 'excellent' through to 'very poor'. In 2011/12, PAGplus assessed 78 per cent of performance areas as 'excellent' or 'good' but this fell to 58 per cent in 2014/15. Conversely, PAGplus assessed seven per cent of performance areas as 'poor' or 'very poor' in 2011/12 but this increased to 16 per cent in 2014/15 (Exhibit 5). The introduction of new contracts in the North West, South West and South East areas during 2013 and 2014 may have played a part in the decline in performance during this time. It is important that Transport Scotland considers the overall trend in performance of operating companies and ensures it has appropriate mechanisms for addressing areas of poorer performance.

Exhibit 5
Trunk road maintenance operating company performance 2011/12 to 2014/15
The overall performance of trunk road operating companies declined between 2011/12 and 2014/15.
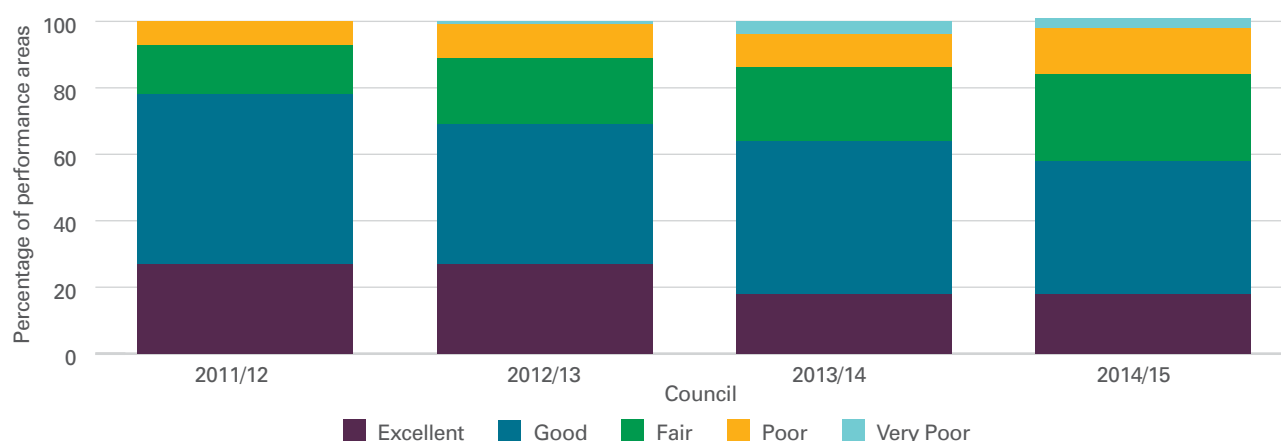
Note: The performance of the operating company responsible for the maintenances of the Forth Road Bridge and adjacent trunk road network is excluded from this analysis as it did not begin operations until June 2015, so there is no publicly available report through PAG plus.

Source: Transport Scotland

29. Transport Scotland does not report publicly on individual operating companies using road condition as an indicator of performance. This means it is not possible to compare the performance of operating companies in the same way as we have compared councils. Making road condition information publicly available for the geographical areas of the trunk road network – North West, North East, South East and South West Scotland – would help improve openness and transparency to the public.

Users continue to report that road condition is a major concern

30. The 2011 and 2013 audit reports both indicated that road users were increasingly dissatisfied with the condition of Scottish roads, which they believed was getting worse. In particular, the 2013 audit report referred to an AA survey in January 2013, which found that 45 per cent of local road users in Scotland considered road conditions to be poor, very poor or terrible. This was the worst rate in the UK.

31. Councils use a range of approaches to gauge customer satisfaction with roads in their area, such as user surveys and feedback from consultation groups. Not all authorities report their results publicly and, of those that do, there are differences in the type of question asked. For example, some councils seek views about road condition, while others ask about satisfaction with roads maintenance overall. There can also be different response options for customers to choose from.

32. In response to actions contained in the NRMR, a question was included in the 2014 Scottish Household Survey (SHS) to capture levels of user satisfaction with road condition on a more consistent basis than councils had done previously.[7] The results indicated that a third of respondents felt satisfied with road condition while 57 per cent felt dissatisfied. The remaining ten per cent felt neither satisfied nor dissatisfied, or had no opinion.

33. The National Highways & Transport (NHT) Network Survey asks the public more detailed questions than those contained in the SHS, including their views on road condition, road safety, traffic pollution and public transport. Since 2013, only seven Scottish councils have taken part in the NHT Network Survey. The 2015 survey results confirmed the importance that the public attach to road condition, and their low levels of satisfaction with it. For example, people living in the five Scottish councils that took part (Aberdeenshire, Dumfries and Galloway, North Ayrshire, Scottish Borders and South Lanarkshire) rated road condition as either the first or second most important aspect of roads services.

34. The NHT survey is a useful way to get councils thinking about how they might influence public perception of road condition by engaging more proactively over their roads service. For example, as part of a Roads Service communication strategy and action plan, in 2015 Aberdeenshire Council:

- used social media to inform the public about its winter roads maintenance procedures and how best to report potholes

- placed videos on YouTube to advertise particular events, such as the reopening of the Balmoral Bridge, and to let the public know more about the work of a roads manager

- issued news releases informing the public that its summer programme of surface dressing was about to begin and to be aware of loose chips

- raised the profile of female engineers by including an interview with a female member of staff in the YourJob section of the local press.

While the council acknowledges it is difficult to establish how much these activities have played a part, public levels of satisfaction with road condition in Aberdeenshire improved from 34 per cent in 2013 to 41 per cent in 2015.

35. Transport Scotland carries out annual surveys to gauge trunk road users' levels of satisfaction. Following a period of decline, levels of satisfaction have risen in the most recent survey. The 2011 audit report found that the proportion of users who were satisfied with the general condition of trunk road surfaces fell from 52 per cent in 2007 to 37 per cent in 2010. The survey results for 2015 indicate that 45 per cent of users were satisfied with trunk road surfaces.

Councils spent 14 per cent less on roads maintenance in 2014/15 than in 2011/12, while Transport Scotland spent four per cent less

36. Recent reports from the Accounts Commission have highlighted the financial challenges and service pressures that councils are currently facing. For example, *An overview of local government in Scotland 2016* ⊕ outlined the increasing demand for social care owing to demographic change, and how a third of councils overspent their social care budgets in 2015/16.[8] These service demands and national policy conditions on, for example, maintaining teacher numbers, have meant that councils have tended to prioritise big spending areas such as social care and education. As a result, budget reductions have tended to focus on other areas, such as roads and transport.

37. There is likely to be a five per cent reduction in Scottish Government revenue grant funding for local government in 2016/17, compared to 2014/15. This, and the continued prioritisation given to services such as social work and education, means that roads maintenance budgets may be put under further pressure.[9]

38. The 2011 audit report found that councils' roads maintenance spending fell by £76 million (13 per cent) between 2004/05 and 2009/10, after taking account of road construction inflation. Transport Scotland spending on roads maintenance fell by £78 million (32 per cent) in real terms, that is, allowing for inflation, over the same period. Since then, roads maintenance spending has continued to fall (Exhibit 6). Councils and Transport Scotland spent £421 million on roads maintenance in 2014/15. Taking inflation into account, this was £50 million less (11 per cent) than in 2011/12.

Exhibit 6
Roads maintenance spending from 2011/12 to 2014/15
Roads maintenance spending decreased by 11 per cent between 2011/12 and 2014/15 after taking account of inflation.
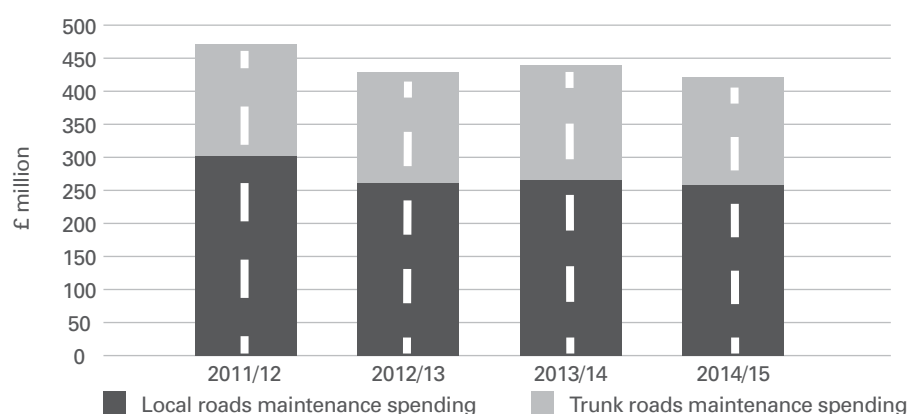
Source: SCOTS

39. Councils' net revenue and capital expenditure on general fund services (that is, the cost of all service provision except some council housing costs), decreased by £0.97 billion (7.5 per cent) between 2011/12 and 2014/15, after taking inflation into account. Councils' revenue and capital spending on roads maintenance fell from £302 million to £259 million over the same period (14 per cent).[10] In percentage terms therefore, the reduction in councils' expenditure on roads maintenance between 2011/12 and 2014/15 was almost double that of their reduction in net spending on general services. Councils spent £4,935 per kilometre on local roads maintenance in 2014/15. Traffic volumes on council-maintained roads increased by two per cent between 2011/12 and 2014/15.

40. In 2014/15, Transport Scotland spent £162 million on trunk roads maintenance. This equates to £47,200 per kilometre and is some £6 million (four per cent) less than in 2011/12, after taking inflation into account. During the same period, traffic volumes on trunk roads increased by five per cent.

41. In addition to this spending, Transport Scotland funds trunk roads building and maintenance through its Design Build Finance and Operate schemes, such as the M6 and M80 improvements. Private operators are required to maintain these trunk roads, which Transport Scotland funds as part of its annual unitary service charges. Transport Scotland spent £84.7 million on these privately financed roads in 2014/15, an increase of 36.6 per cent from 2011/12. Transport Scotland will need to consider the implications on its budget of further increases in its annual unitary charges as new privately financed roads are built.

The amount of money councils spend on roads maintenance varies significantly

42. There is a wide variation in roads maintenance spending among councils (Exhibit 7, page 21). Between 2011/12 and 2014/15, average annual roads maintenance spending varied from £2,052 per kilometre of roads in Dumfries and Galloway Council to £14,995 per kilometre in East Dunbartonshire Council. Based on spending over the period 2011/12 to 2014/15, urban and city councils spend the most on roads maintenance per kilometre of network. There is likely to be a number of reasons contributing to this variation in expenditure between councils. We outline some of the factors which may influence council's spending patterns at paragraphs 67–69 of the report.

43. In total, 19 councils reduced their spending on roads maintenance between 2011/12 and 2014/15, while 13 councils increased their spending (Exhibit 8, page 21). East Dunbartonshire Council reduced its spending on roads maintenance the most (by 64 per cent), while Dumfries and Galloway Council increased its spending the most (by 188 per cent).

Exhibit 7
Councils' spending on roads maintenance 2011/12 to 2014/15
The amount of money councils spend on roads maintenance varies significantly.

Average annual spend per km of road network over period 2011/12 to 2014/15
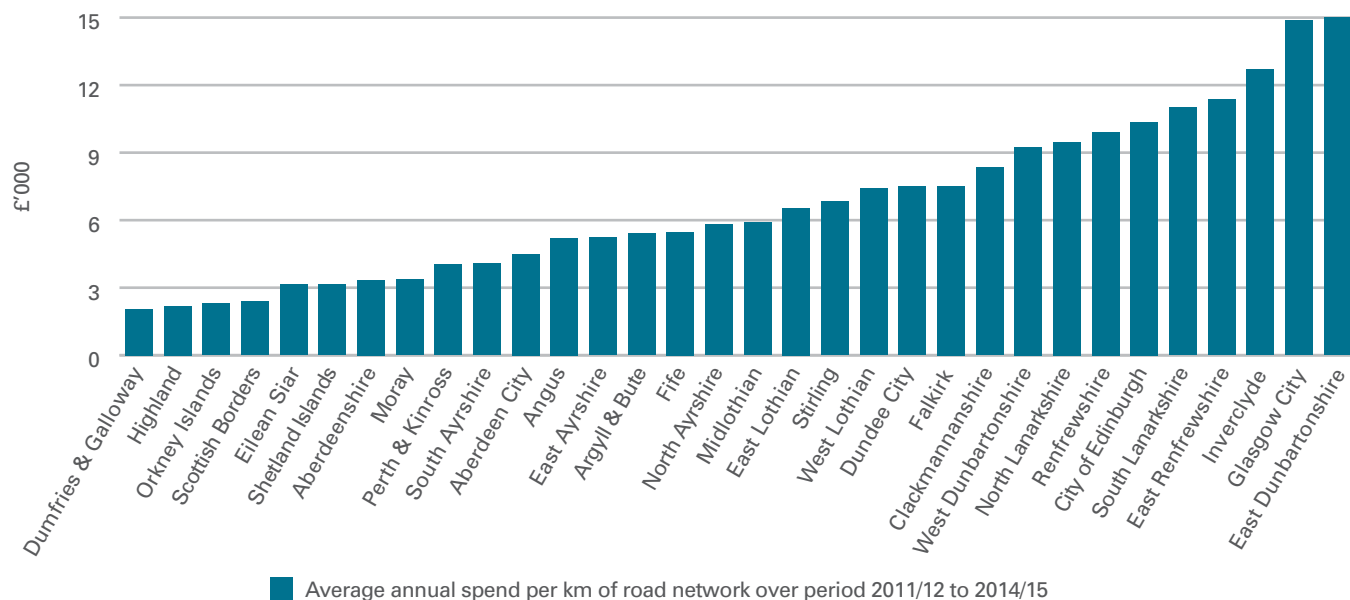
Source: SCOTS

Exhibit 8
Change in councils' roads maintenance spending from 2011/12 to 2014/15
There is significant variation in the change in roads maintenance spending across councils.
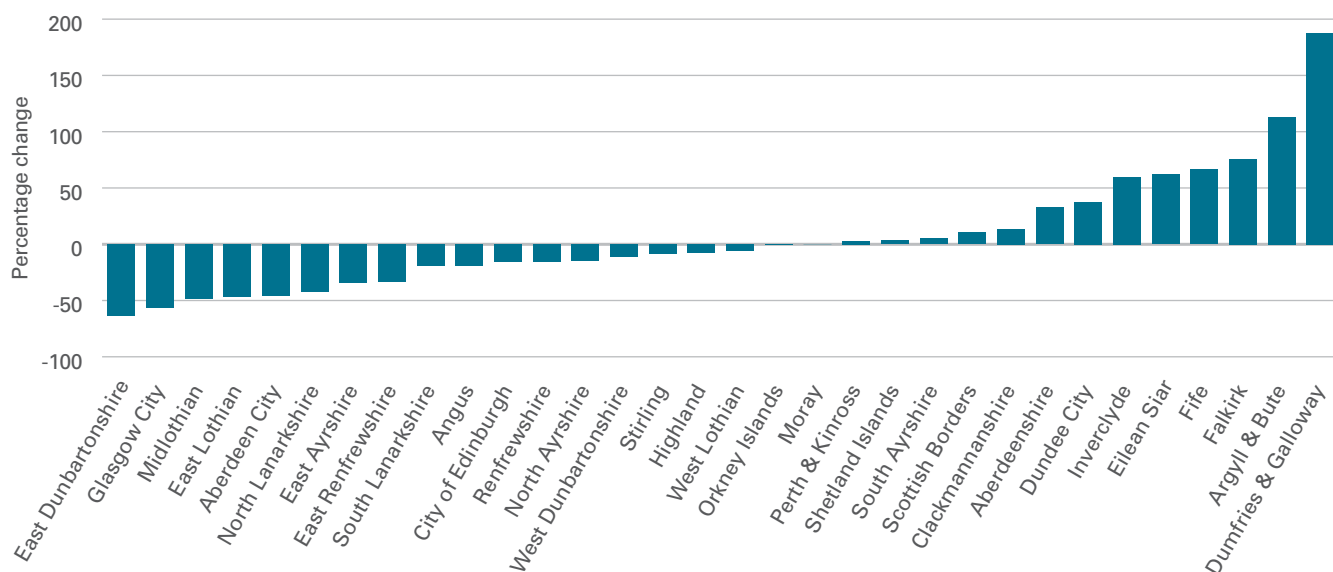
Source: SCOTS

Levels of spending may not be enough to maintain roads in their current condition

44. Planned and routine maintenance are the types of road maintenance activity which are most likely to lead to improved road condition. SCOTS estimates that councils need to spend £246 million each year, excluding inflation, on planned and routine maintenance to maintain the local road network in its current condition. This is known as steady state and is calculated using a methodology that takes into account existing road condition, and the type and cost of treatments related to that condition. Overall, councils spent £33 million (13 per cent) less on planned and routine maintenance in 2014/15 than SCOTS considers was necessary to maintain the current condition of local roads. According to SCOTS' figures, 14 councils spent more in 2014/15 than that necessary to maintain their current condition, while 18 councils spent less (Exhibit 9).

Exhibit 9

Councils' roads maintenance spending compared to that necessary to maintain their current road condition in 2014/15

Based on SCOTS' steady state calculations, 18 councils did not spend enough to maintain their current road condition in 2014/15.
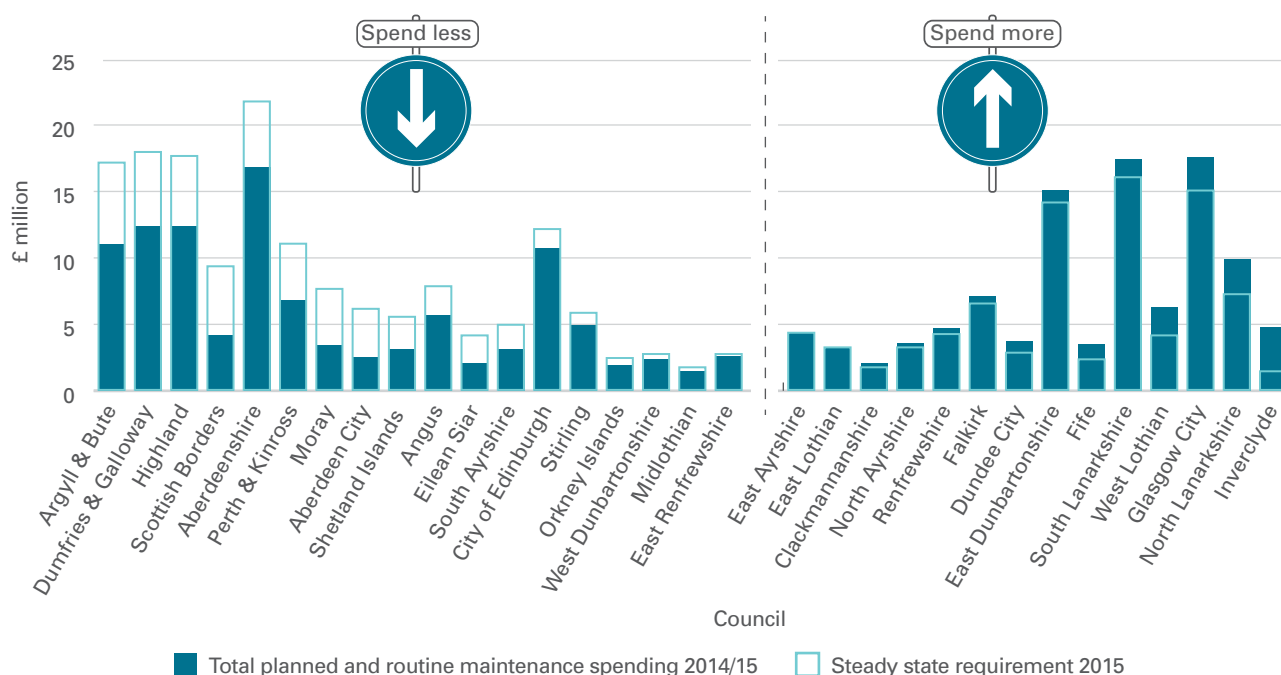
Source: SCOTS

45. Between 2013 and 2015 Transport Scotland undertook a study, with consultant support, to develop a long-term vision for maintaining the trunk road network. This considered a number of options for future investment, including:

- A baseline position, such that the trunk road network should be maintained in a steady state condition over a 20-year period to 2033. This was based on an overall network condition of 14 per cent in need of investigation for maintenance each year. The cost of this option was calculated at £1.24 billion (excluding inflation) and is equivalent to spending on average £62 million each year on structural maintenance.

- An option to improve the network over the 20-year period such that its condition was comparable to the rest of the UK and to similar countries internationally. This was based on an overall network condition of six per cent in need of investigation for maintenance each year. The cost of this option was calculated at £1.59 billion (excluding inflation), equivalent to spending on average £79 million each year on structural maintenance.

46. Transport Scotland spent £38 million on structural maintenance in 2014/15, some 62 per cent of what the study calculated was necessary to achieve steady state condition. Given the annualised nature of public sector budget setting, there is no guarantee that sufficient funds will be available in the future to achieve either of these aspirations.

Roads authorities need to be clearer about what road condition can be expected from given levels of spending

47. SCOTS' estimates of the spending needed to maintain steady state can help give an indication of the level of investment required to prevent further deterioration in road condition. Councils are beginning to use financial modelling tools to analyse how different levels of spending on roads maintenance is likely to impact on road condition. SCOTS is also promoting the use of Annual Statement of Options Reports to allow elected members to consider how different budget decisions will affect road condition. These reports can help councils decide whether they want to invest to improve road condition, maintain steady state or identify budget savings that may impact on road condition. However, only a third of councils are presenting options to elected members on the road condition that can be expected from different levels of spending.

48. A good quality RAMP should set out the expected standard of service to be provided by the road network. This can be used to help inform the consideration of options based on the level of spending and prioritisation given to roads maintenance. In turn, these can help inform councils' corporate budget decisions. illustrates how this should work in practice. It also gives examples from our audit fieldwork of the decisions councils have made and whether they were investing to improve road condition, maintaining steady state or releasing budget savings that may impact on road condition.

53

Exhibit 10
Council budget decisions and their impact on road condition
Councils need to be clearer about what they are trying to achieve from their budget decisions and what road condition they can expect from given levels of spend.

Invest

Steady state

Roads maintenance strategic documents should contain options

Aberdeenshire

Aberdeen City

Invest more

Improve road services

Project how much condition will improve

South Lanarkshire

SCOTS produce forecasts of steady state. This is the amount projected just to keep condition as it is, stopping decline.

Pressure to make savings reduce roads maintenance budget

Project whether saving is likely to have an impact on road condition

Decision on budget made in relation to RAMP.

Needs to feed into corporate budget setting process.

Moray

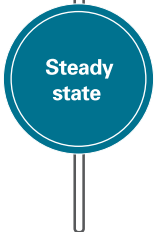| Council	Decision taken on roads maintenance
Aberdeen City Steady state	The council approved the option in 2015 to maintain current road condition. It calculates this would require an increase in the annual roads maintenance budget from £4.5 million to £6.9 million. The council has still to commit these additional funds.

Cont.

Exhibit 10 continued

Council	Decision taken on roads maintenance
Aberdeenshire — Steady state	Between 2011/12 to 2014/15, the council has spent significantly less on roads maintenance (around £12.3 million per annum) than the amount indicated by SCOTS' steady state calculation (£21.8 million) while still maintaining condition at around 75 per cent of roads in acceptable condition. In 2015, using a tailored modelling tool, the council approved the option to continue to maintain steady state while achieving budget savings of up to £2.2 million a year, by greater use of lower cost treatments and additional works on distressed areas.
City of Edinburgh — Improved condition	The council approved a new approach to allocating its capital budget for road maintenance in October 2015. This moves away from prioritising roads in the worst condition to a more preventative approach using a range of less expensive treatments. The council did not set a specific improvement target but used a modelling tool to predict an increase from the current position of 65 per cent in acceptable condition to 88 per cent in acceptable condition.
Ayrshire Roads Alliance — Improve condition	East Ayrshire Council committed funding in 2013 to improve road condition, with a target to improve the proportion of roads in acceptable condition by one per cent a year. The capital investment programme 2013-23 allocated £24.3 million to roads maintenance over the ten-year period. Options put forward in the RAMP are based on this agreed budget. Before 2014, South Ayrshire Council had not identified capital funding for roads maintenance. The establishment of the Ayrshire Roads Alliance (Appendix) brought capital funding for roads maintenance in South Ayrshire more in line with the Ayrshire area. A target was set in 2016 to improve condition by one per cent per annum.
Inverclyde — Improve condition	Around 54 per cent of roads in Inverclyde are currently in acceptable condition, one of the worst in Scotland. The council approved a Roads Investment Strategy in 2013, which laid out a five-year capital investment programme of £29 million intended to improve road condition. There is no overall target for improving the proportion of roads in acceptable condition but the aim is to reduce the backlog of roads in red condition and maintain the level of amber condition roads. The condition of all classes of local roads in the council area improved in 2014/15.
Perth & Kinross — Prioritising the A class network	The current RAMP identified two options, maintaining the current £8.7 million annual spend on roads maintenance or increasing annual funding to £11 million to achieve steady state. However, the RAMP does not identify the impact of current funding levels on road condition. The council has prioritised A class roads, to improve those to the national average, while allowing other classes of road, already above the average, to deteriorate. The council committed additional funding of £2 million a year for next three years, based on an annual statement and options report approved in November 2015.

Exhibit 10 continued

Council	Decision taken on roads maintenance
Scottish Borders / **Slow down** / Decline	The council committed funding from 2015 to slow down the rate of decline in the condition of roads. The RAMP identified a series of options and the council selected the option to invest an additional £67.3 million in roads maintenance over 20 years. This is projected to slow down the rate of decline and achieve a target of 55 per cent of roads in acceptable condition. Current condition is 54.5 per cent of roads in acceptable condition.
South Lanarkshire / **Improve** condition	The council has committed additional funding since 2008 to improve road condition. The council approved an investment plan with £126 million capital funding. It has a target of 72 per cent of roads in acceptable condition by 2019. The council has been resurfacing around 5-6 per cent of roads a year and achieved improvement from 62.5 per cent of roads in acceptable condition in 2008 to 66.2 per cent in 2015. The improvement was made mainly in category A and B roads.
The Moray Council (secure budget savings)	The council currently has a significantly higher than average percentage of roads in acceptable condition. As part of a wide-ranging review in 2013, the council considered the impact of a planned reduction in road condition. The report identified that allowing condition to deteriorate to the Scottish average over five years would save approximately £5 million each year. A significant increase in budget would be needed thereafter to maintain that average condition. The council has reduced the annual roads maintenance budget by £1.4 million between 2013 and 2015.

Source: Audit Scotland fieldwork

49. Transport Scotland has a number of budget headings for roads maintenance, including structural maintenance, and routine and winter maintenance. For routine and winter maintenance works, the requirement for roads maintenance is set out as service standards in contracts with the operating companies. For example, the requirement for salting and gritting treatment is triggered when temperatures fall below certain levels.

50. The structural repair budget is the main funding stream that contributes to improving the condition of the trunk road network. The operating companies submit proposals for structural maintenance schemes, which Transport Scotland prioritises to produce a three-year planned programme of works.

51. As noted in paragraph 46, Transport Scotland spent £38 million on structural maintenance in 2014/15, 62 per cent of what the study calculated was necessary to achieve steady state condition. Transport Scotland's public facing RAMP, does

not outline the consequences that spending less than steady state will have on road condition. In line with councils, there is a need for Transport Scotland to be clearer on what road condition can be expected from given levels of spending.

More is spent on roads maintenance in England although only trunk roads are in significantly better condition

52. The Department for Transport publicly reports road condition in England as the proportion of roads that should be considered for maintenance.[11] This equates to category red condition roads in Scotland. In 2014/15 around:

- Four per cent of council A class roads, seven per cent of B and C class roads classified roads and 18 per cent of unclassified roads in England should have been considered for maintenance. The comparative figures for Scotland were five per cent, eight per cent and nine per cent respectively.

- Four per cent of motorways and trunk roads in England should have been considered for maintenance. In comparison, 13 per cent of motorways and trunk roads in Scotland were assessed as being in need for further investigation to determine if maintenance was required.

53. Roads maintenance spending is also higher in England. In 2014/15 for example, English councils spent £3.5 billion on roads maintenance, equivalent to around £12,238 per kilometre of local roads. Highways England spent £981 million on roads maintenance, equivalent to around £137,200 per kilometre of motorways and trunk roads.[12] This is two and a half times that spent per kilometre by Scottish councils on local roads maintenance, and nearly three times per kilometre more than Transport Scotland spent on trunk roads maintenance.

54. In December 2014, the Department for Transport published its Roads Investment Strategy, setting out plans to invest £15.2 billion on motorways and major roads in England between 2015/16 and 2019/20.[13] Around £6 billion of this investment will be used to resurface 80 per cent of the strategic road network. In July 2015, the Chancellor of the Exchequer announced the creation of a new national roads fund, using Vehicle Excise Duty, to pay for this maintenance.

55. The Department for Transport also announced in December 2014 that £6 billion would be made available to English councils outside London for local roads maintenance between 2015/16 and 2020/21. In addition, it has agreed to provide other funding which are likely to result in increased local roads maintenance expenditure from 2014/15 onwards. In particular:

- The 2012 Autumn Statement included £75 million for Additional Highways Maintenance Funding Allocations after an underspend in 2013/14.

- In March 2014, £184 million was made available through the Weather Repair Fund for roads hit by weather damage in the winter of 2013/14.

- Local authorities were invited to bid for a share of a £250 million Pothole Fund to repair local roads, between 2016/17 and 2020/21.

Part 2

Improving the management of road maintenance
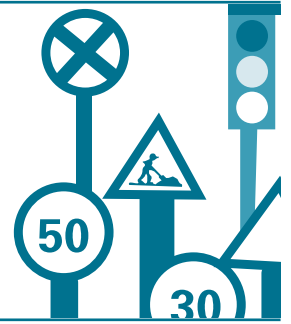
Key messages

1 The National Roads Maintenance Review (NRMR) has resulted in a range of actions, including the development of Roads Asset Management Plans and a common suite of performance indicators for roads maintenance activities. While much work has been done, further progress is needed. For example, existing performance indicators do not measure relative efficiencies between councils.

2 Roads authorities are changing the way they approach roads maintenance activities through better prioritising and targeting of roads maintenance, and using cheaper treatment options. This has helped available budgets go further but carries risks. Increasing the use of surface dressing might help to maintain the condition of the surface of the road network in the short term. But in the longer term it could lead to additional costs.

3 So far, the focus of roads authorities' collaborative working has been largely on specific areas of activity. Progress with introducing a shared services approach to roads maintenance, a central theme of the NRMR's findings, has been disappointingly slow. The Roads Collaboration Programme (RCP) is supporting councils to establish regional governance bodies to consider roads maintenance issues. But as yet, there is no clear plan of how this will translate into shared services at an operational level. Scottish ministers have made it clear that councils need to make more progress before trunk roads maintenance could be considered for inclusion in the regional groupings.

progress with introducing a shared services approach has been disappointingly slow

Road asset management plans are now in place although some still lack detail

56. Roads authorities need clear RAMPs for managing their roads to ensure they meet service standards and achieve value for money. A good quality roads asset management plan:

- describes the assets forming the road network and their condition

- assesses the future demand likely to be placed on the network

- clearly describes the level of service the council will provide to maintain the network

- provides financial information, including a long-term prediction of the cost of managing and operating the road network.

57. The 2011 audit report found that only around a third of councils had draft RAMPs. The 2013 audit report found that about half of councils had approved their RAMP and the remainder were in the process of doing so. The 2013 report also found that half of councils had information gaps in their RAMPs, including incomplete or unreliable asset inventory data, incomplete asset lifecycle plans and a lack of detailed long-term funding requirements.

58. To improve the consistency and quality of RAMPs, SCOTS commissioned an independent assessment of the state of councils' development and use of RAMPs as one of the NRMR action points. The consultant's report, in April 2016, found that all councils have RAMPs in place although some still lacked detail. In others, there was a need to update core data. The consultants also noted councils that were making the best use of RAMPs displayed some common characteristics, including:

- elected member recognition of the value of investing in the road network

- a lead official with responsibility for asset management

- an active programme of asset management improvement

- good asset data and capable users of RAMP software

- a high level of staff engagement with the SCOTS project to embed the use of RAMPs.

59. Transport Scotland first published a RAMP for the trunk road network in November 2007. It published an updated RAMP in January 2016. The January 2016 RAMP contains most of the good quality features outlined in paragraph 58 above. It also sets out arrangements for monitoring the performance of the operating companies that Transport Scotland appoints to maintain the trunk road network. The RAMP does not provide information on planned roads maintenance spending beyond 2015/16, as the outcome of the 2015 spending review was not known at that time. Instead, it provides an indicative forward work plan, estimating work volumes up to 2024/25, based on the scenario that the budget for structural maintenance will remain at its current level.

More use is being made of performance information but further work is needed to allow comparisons of council efficiency

60. The 2011 audit report recommended that councils should adopt the suite of performance indicators that SCOTS was developing. This would allow councils to consistently measure the performance of roads maintenance activities. It also recommended that councils should make greater efforts to benchmark roads maintenance activities to drive out cost inefficiencies. The 2013 audit report found that councils were making more use of performance information but further work was needed to improve the quality and consistency of data to allow meaningful benchmarking to take place.

61. All councils have now adopted a common set of performance indicators developed between SCOTS and the Association of Public Service Excellence (APSE). The indicators cover various aspects of roads maintenance, including other asset groups such as lighting and footways. Key roads maintenance indicators within the set include:

- spend per kilometre of network

- overall road condition and by classification

- percentage of budget spent on each of planned, reactive and routine maintenance

- percentage of customer enquiries dealt with in target time

- percentage of major defects dealt with in target time

- percentage of the road network treated each year.

High-level roads maintenance condition and expenditure indicators have also been incorporated into the Local Government Benchmarking Framework, which is published annually.[14]

62. Although councils are now meeting as family groups to discuss performance information, the focus to date has mainly been on ensuring data is consistent. This has been useful in developing the indicator set but there is a need to move discussions on to identifying the underlying reasons for variations and sharing learning and good practice. Some examples of sharing good practice exist, for example policies for dealing with insurance claims and the APSE roads and lighting advisory group, but this is not yet established across core roads maintenance activities. At **paragraphs 67–69** we outline some of the factors that can influence spending and condition. Between 2011/12 and 2014/15, 11 authorities improved their road condition without increasing spending. It is important roads authorities improve their benchmarking to identify and adopt good practice.

63. The NRMR included an action for Transport Scotland to review the suite of SCOTS/APSE performance indicators to determine if it would be appropriate to adopt them, and allow direct benchmarking against councils. Transport Scotland noted that its performance management system included performance indicators that enable comparison and benchmarking between its trunk road maintenance operating companies. It recognised the usefulness of being able to compare performance with councils. But it considered that, owing to the different levels of service between trunk and local roads, many of the aspects of performance it measures were not directly comparable with the SCOTS/APSE set of performance indicators. This means it is still difficult to compare the relative efficiencies between councils and the trunk road operating companies.

64. The SCOTS/APSE indicators do not easily allow for a meaningful evaluation of the efficiency of roads maintenance activities. For example, none of the indicators covers the unit cost per metre of structural maintenance carried out. One NRMR action was to develop a consistent unit cost benchmarking methodology across

all roads authorities. In response, councils were asked to participate in a pricing exercise for a typical standard carriageway maintenance scheme. This identified several issues including how councils were handling:

- the apportionment of overheads

- differences between trading and non-trading organisations

- the profit element within costings.

65. SCOTS also considers that benchmarking is more difficult because there are now few discrete roads departments across Scotland as a result of council reorganisations over the last five years. It considers from the work done to date that there is a need to understand better the factors which contribute to the wide variation in roads maintenance unit costs of across Scotland. SCOTS is now working with the University of Leeds and Measure2improve to explore an alternative methodology for assessing and comparing councils' road maintenance efficiency and the potential for improvement.

Roads authorities are changing how they manage roads maintenance but there are risks attached

66. It is difficult to establish a clear link between changes in councils' spending on maintenance and changes in road condition. Exhibit 2 (page 14) and Exhibit 7 (page 21) noted wide variation among councils in their roads condition and the amount they spend on roads maintenance. Exhibit 11 (page 32) notes the difficulty in establishing a link and shows that between 2011/12 and 2014/15:

- seven councils increased their roads maintenance spending and the proportion of roads in acceptable condition increased

- eight councils reduced their roads maintenance spending and the proportion of roads in acceptable condition declined

- in six councils the roads condition declined, despite spending more on maintenance

- in 11 councils the roads condition improved, despite spending less on maintenance.

67. How road expenditure is incurred, where and on what, may have a greater or lesser effect on road condition. For example, depending on the scale of deterioration, roads engineers might decide that one section of road needed less expensive surface dressing while another section required more expensive reconstruction. Both road sections would be returned to an acceptable condition but at greatly different cost and resulting lifespan. Other factors influencing the relationship between spending and condition include:

- The nature of the road network. For example, depending on the distance from the roads maintenance depot, some road maintenance activities might require extra travel time and costs.

- Greater traffic volumes in some council areas may mean some roads need maintained more often.

Exhibit 11
Change in councils' roads maintenance spending from 2011/12 to 2014/15
There is significant variation in the change in roads maintenance spending across councils.
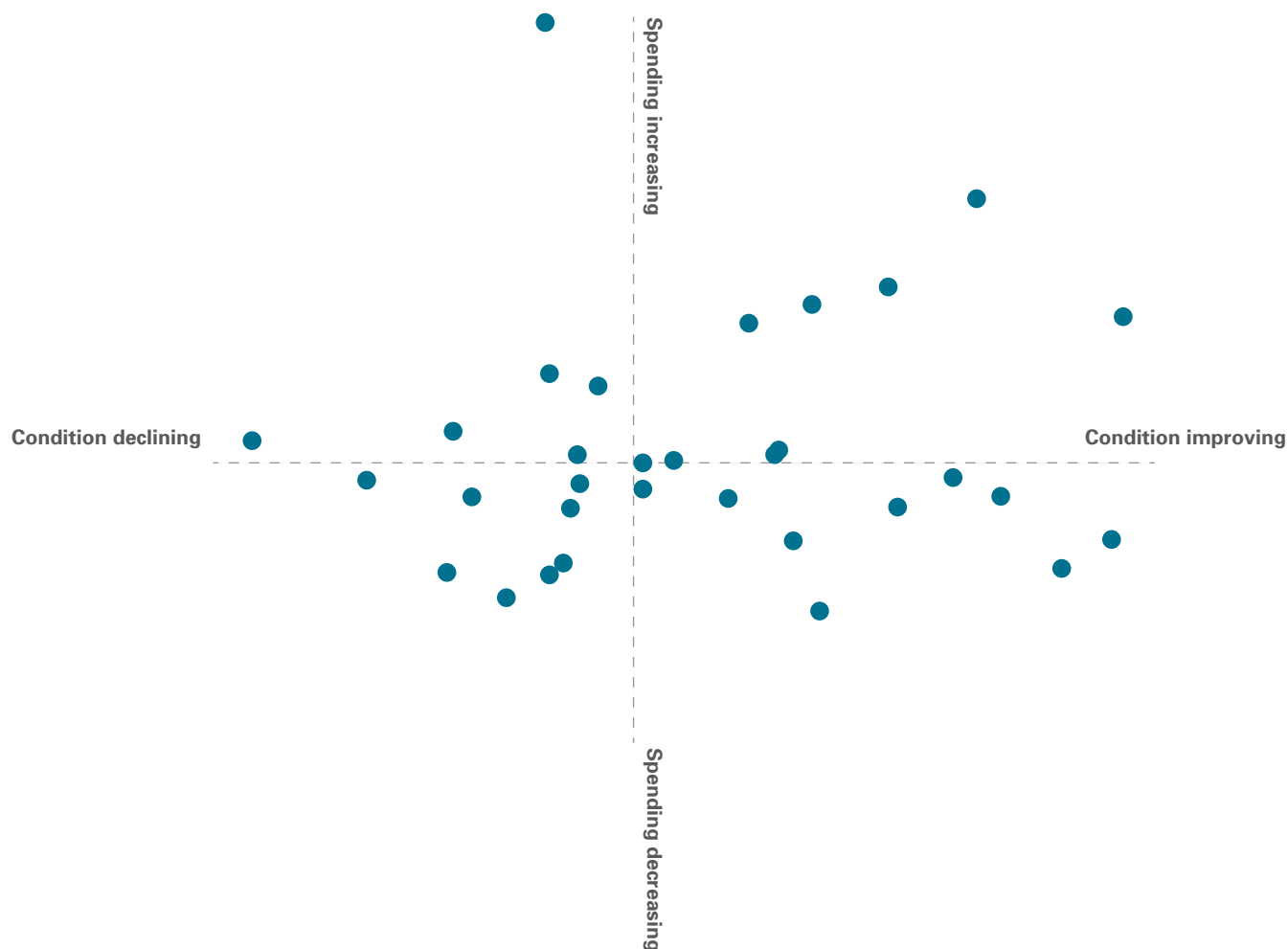
Source: SCOTS

- Compared to 2009/10, recent winters have not been as challenging to roads authorities. However, localised rainfall and the resultant flooding can damage roads and take money from a budget that could otherwise be spent on structural maintenance that would improve the condition of roads.

- Owing to the way councils calculate road condition using a two-year rolling average of survey results, there is likely to be a time lag between a decision to increase or reduce roads maintenance spending and how this affects reported road condition.

- Historic patterns of investment may impact on what level of spending and types of treatment are now required to maintain or improve road condition, For example, a council that has previously invested heavily in roads maintenance is more likely to be able to maintain road condition at lower cost than a council that has not historically invested in its roads.

- Some councils may focus more on maintenance activities that make greatest contribution to improved road condition. For example, unless councils actively use RAMPs to improve road condition, there is a risk that maintenance work is targeted at short-term solutions, such as filling potholes, rather than a planned programme of works.

68. There is evidence that councils and Transport Scotland are changing the way they manage roads maintenance. To some extent this has been stimulated by actions resulting from the NRMR. Public sector budgetary constraints have also played a part. For example:

- SCOTS is encouraging councils to use asset management hierarchies to prioritise roads of greater strategic importance and intervene earlier when roads begin to deteriorate, rather than treating those in the worst condition. Transport Scotland is also using asset management hierarchies to prioritise trunk roads maintenance where it is of most benefit. These are based on a scoring methodology which evaluates the function of a route based on its economic, social, and integrated transport connections.

- The introduction of RAMPs and greater use of modelling has led several councils to modify how they carry out planned maintenance by paying more attention to long-term costs. For example, Aberdeenshire Council, City of Edinburgh Council, Dumfries and Galloway Council and Glasgow City Council have developed preventative road maintenance strategies aimed at minimising long-term cost by applying lifecycle costing techniques.

- There are moves to adopt lean management techniques as a systematic process for improving efficiency.[15] Dumfries and Galloway Council and Aberdeenshire Council are now carrying out lean management projects, looking at aspects of planning and making repairs. It is too early to say what the results will be but early indications from the Dumfries and Galloway Council pilot suggest that efficiencies of ten per cent may be achievable.

- Roads authorities are focusing savings on activities which contribute least to road condition. For example, Perth and Kinross Council plans to save £280,000 during 2016/17 by reducing the frequency of certain roads maintenance activities such as road sign maintenance and verge and ditch clearing. Councils consider it is more difficult to find savings from structural maintenance work, which have the greatest impact on improving road condition. This is because the main element of cost is the purchase of materials which is largely outside their control.

69. These approaches are helping to target roads maintenance activities and make available budgets go further, but carry risks. For example, prioritising roads which are of greatest strategic importance may mean that the condition of less important roads will deteriorate over time. Concentrating maintenance works on roads that are beginning to deteriorate may also mean that roads already in poor condition will get worse.

70. Roads authorities are also changing how they treat road deterioration. For example, road condition in the Aberdeen City Council area improved from 68 per cent in acceptable condition in 2011/12 to 74 per cent in 2014/15. The council

reduced its roads maintenance expenditure from £6,287 per kilometre to £3,430 per kilometre (45 per cent) over the same period. It considers this has been achieved through a combination of:

- targeting A class roads which are in the worst condition using surface treatments with limited deeper patching

- making more use of surface dressing as an alternative to reconstruction work in appropriate urban locations

- a more efficient approach to pothole filling, including using dedicated response teams along with a better quality material

- more innovative practices, such as the use of thinner treatments and how cracks are treated

- not undertaking any major full reconstruction work in the last four years.

71. While surface dressing can be effective at halting deterioration, it can be more expensive in the long term than reconstruction work. Surface dressing has a life span of between ten to 15 years dependent on traffic volume, compared to 20 to 40 years for reconstruction work. Councils consider that there are times when surface dressing represents better value for money than reconstruction. But they also recognise that making more use of surface dressing could also be hiding the true condition of local roads. This is because their road condition surveys do not always pick up the full extent of failures in the structural integrity of lower road layers.

72. As a result of budgetary constraints, Transport Scotland is also focusing on maintaining the condition and safety of trunk roads through resurfacing, as an alternative to more costly strengthening or reconstruction options. It considers this is having an impact on the structural integrity of some motorways built in the 1970s and which are now approaching the end of their useful lives. These roads are not unserviceable but need to be closely monitored to identify the best timing to strengthen or reconstruct them.

73. Similarly, Perth and Kinross Council has decided recently to change how it deals with potholes by repairing them only when they reach a depth of 60mm, compared to the previous depth of 40mm. It expects this to generate savings of £120,000 in 2016/17. But it recognises that the changed approach could accelerate the decline in road condition and result in higher repair costs in the long term.

74. Perth and Kinross Council's decision to reduce its roads maintenance budget was taken against a backdrop of it identifying the need to save £12 million from its overall annual revenue budget. As part of its 2016/17 budget considerations, the council undertook a web-based consultation exercise between December 2015 and January 2016 to seek the public's and staff's views on which service budgets should be maintained or reduced. The three service areas where respondents were most in favour of maintaining budgets were children and families social work, services for older people and roads maintenance. The council recognised that a reduced roads maintenance budget could result in more customer complaints and give a poor visual impression of the council area. But it felt that budget reductions were necessary in order to achieve the overall savings amount.

75. In May 2015, Scottish Ministers announced a review of the office and functions of the Scottish Road Works Commissioner (SRWC). The SRWC's role is to improve the planning, coordination and quality of roads works throughout Scotland. The SRWC also monitors the performance of, and promotes good practice across, both utility companies and roads authorities. One of the issues the review is considering is the guarantee period for road reinstatements after the completion of utility works. Currently, utility companies are required to guarantee the quality of road reinstatements for two years after the completion of utility works, or three years for a deep excavation. Councils have informed the current review that they would prefer a longer guarantee period to fit with a longer-term asset management approach. The review is due to report later in 2016.

The Scottish Roads Research Board has been established to promote greater innovation in roads maintenance

76. In response to the NRMR, Transport Scotland, SCOTS and the SRWC set up the Scottish Roads Research Board (SRRB) in 2011. SCOTS and Transport Scotland jointly fund the SRRB which has an annual budget of around £400,000 to fund research projects. Its main objectives are to promote and deliver innovation and share new products, techniques and knowledge across Scotland's road sector.

77. To date, research projects coordinated through the SRRB have been completed in a number of areas including:

- the use of new types of materials, such as bitumen as a binder for asphalt and thermoplastic road markings

- photo-luminescent technology

- fabric reinforcement to surface dressing

- tourist signs

- climate change adaptation.

78. The SRRB disseminates all project reports and other relevant information to the roads community via its website, in the form of technical reports, advice notes and other guidance. However, it does not provide a coordinated role for research activity. Roads authorities continue to trial materials and techniques on an individual basis which risks duplication of effort and cost. While there are networks for sharing the outputs of these trials, for example through SCOTS working groups and the Transport Scotland Pavement Forum, this is not yet being centrally coordinated to ensure roads authorities share good practice.

79. The SRWC and SCOTS are also taking forward research projects under the auspices of the SRRB. For example, the SRWC is leading on research into joint repair techniques, in response to survey findings indicating the poor quality of repairs by utility companies and others. SCOTS is leading on producing guidance on how to achieve best value in selecting materials and techniques for repairing potholes.

Staff reductions are adding to the challenges for roads maintenance

80. Roads authorities are increasingly concerned about the potential effect of staff reductions arising from budgetary constraints on future roads maintenance activities. In particular, they are concerned at the loss of technical and commercial skills and expertise, the presence of an ageing workforce and how they can attract and train new staff. There is no central record of the scale of roads maintenance staff reductions over the last few years. But of the approximately 5,000 council staff currently engaged in roads activities, 40 per cent are aged over 50 years and only 13 per cent are aged under 30 years.

81. Councils are responding by training staff through modern apprenticeships and graduate programmes:

- Twelve councils are employing modern apprentices, with 61 apprentices currently in training.

- Fourteen councils have graduate programmes in place, with a total of 47 graduates currently in training.

82. The Roads Collaboration Programme (RCP) is also working to address staffing issues. For example, it is:

- Developing a 'futures leaders programme' to bring together opportunities for leader exchange, coaching and mentoring and technical training. The RCP expects to be able to roll out the programme from autumn 2016.

- Working with Skills Development Scotland and the Construction Industry Training Board to attract and recruit young people at all levels into the roads sector. This will include improved secondary school career advice to supplement that already provided by professional civil engineering institutions.

- Working with academia to better match industry needs with college and university curricula, and with the roads sector to create more attractive career paths within the public road service.

Progress in delivering a shared service approach to roads maintenance has been disappointingly slow

83. Before finalising its report, the steering group overseeing the NRMR identified the need for a more detailed assessment of the 'optimum arrangements for the management and maintenance of roads in Scotland' (known as Option 30). A separate Option 30 report, published in June 2012, concluded that current arrangements could be improved on and that all councils should explore sharing services in the short term.[16]

84. The report also considered that the benefits from setting up a new roads authority, or authorities, were likely to take longer to achieve. It stated that if the benefits of shared services were not realised as anticipated in the short term, work on exploring structural change should be accelerated. The report did not define 'short term' but we would regard it as normally encompassing a two to three-year period.

The focus of collaborative working has so far largely been on specific areas of activity

85. Roads authorities can demonstrate many examples of collaboration, both between themselves and with other partners (Exhibit 12, page 38). Particular themes include:

- shared procurement – for example procuring minor works contracts, weather forecasting services, road condition surveys and materials

- the delivery of specific maintenance activities – for example surface dressing, winter gritting and sharing of specialist equipment

- joint staff training – for example health and safety training and using equipment

- joint improvement projects – for example the SCOTS RAMP project.

86. So far, the focus of roads authorities' collaborative working has largely been on specific areas of activity rather than wider reform to the way roads maintenance services are designed. There are currently only two shared service arrangements in place between councils – Tayside Contracts and the Ayrshire Roads Alliance.

87. Tayside Contracts is a well established multi-council consortium established between Angus, Dundee and Perth and Kinross councils in 1996 through a joint committee. It provides services that include roads maintenance, fleet maintenance and management, winter maintenance, catering and facilities management services. A range of individual collaborative arrangements are in place within the consortium and not all councils are involved in all service areas. Reported benefits include:

- economies of scale enable the delivery of a wide range of services at competitive rates

- delivery of a full range of services from minor potholes repairs to major contracts, possible through the retention of specialist skills and vehicles

- a single management structure which promotes a focus on front-line service delivery

- flexibility to move resources across council areas

- scale of operations has enabled a focus on innovation, such as a cold road paving system (known as TAYSET) and a reed-based system for the treatment of gully waste.

Exhibit 12
Examples of roads authorities' collaborative working
Roads authorities collaborate on a wide range of activities and with a wide range of partners.

Collaborative working examples	
Collaboration between councils	There are many examples of councils working together on developing joint procedures, joint procurement, sharing specialist staffing and the delivery of specific road maintenance treatments.
Collaboration between roads authorities and industry	Councils, Regional Transport Partnerships and the timber industry are funding joint Timber Transport Officer posts to improve how to transport timber and to minimise its impact on roads. The Transport Scotland Pavement Forum brings industry representatives and roads officers to work together on approaches and solutions for roads maintenance.
Collaboration between councils and trunk road operating companies	Councils often collaborate with trunk road operating companies in rural areas to deliver roads maintenance services. For example, Scottish Borders Council provides winter maintenance services on behalf of AMEY (responsible for delivering the South East trunk roads maintenance contract) on trunk roads in the Scottish Borders. Similarly, BEAR (responsible for delivering the North West trunk roads maintenance contract) and Stirling, Highland, and Argyll and Bute councils maintain joint depots and share salt stocks. Argyll and Bute Council also delivers emergency response, winter services and Category 1 repairs on behalf of BEAR.

Source: Audit Scotland fieldwork

88. East Ayrshire Council and South Ayrshire Council established the Ayrshire Roads Alliance in April 2014. The councils decided to agree a fully shared service on the basis of a detailed business case and options appraisal process that considered a range of service models. The Appendix provides more details on the shared service, its anticipated benefits and progress to date.

89. The experience of establishing the Ayrshire Roads Alliance has highlighted several lessons and challenges for other potential shared service arrangements. Similar to other Audit Scotland reports commenting on what good partnership working looks like, the Ayrshire Roads Alliance has identified that the main lessons for others include the importance of:

- agreeing a lead authority (in this case East Ayrshire Council) early in the process to maintain progress

- the early involvement of elected members to ensure they have influence and are kept informed of developments

- setting out well defined governance arrangements, such as oversight, roles and responsibilities, which maintain clear elected member involvement

- clarifying the split between strategic and operational functions early in the process

- the need to keep affected staff informed and involved throughout

- having a good baseline understanding of the existing services and where the shared arrangements can have most impact.

Regional governance bodies are being established but there is no clear plan of how this will translate into shared services at an operational level

90. The Roads Collaboration Programme (RCP) was launched in November 2013 to explore opportunities for further collaboration between roads authorities. A Strategic Action Group, which the Minister for Transport and Islands and COSLA's spokesperson for Development, Economy and Sustainability takes turn to chair, provides political oversight to the RCP. It also includes representatives from SCOTS, Transport Scotland, the Improvement Service and the Society of Local Authority Chief Executives. In addition, a Roads Collaboration Board, with a similar wide-ranging membership, oversees the activities of the RCP. The board replaces the Shared Capacity and Shared Services Improvement Board established as a result of the NRMR to take forward various actions relating to shared services, including Option 30.

91. A key part of the RCP's work is the Governance First project. This aims to establish more formal governance arrangements for roads authorities looking to deliver collaborative activity or shared services in clusters or across regions. Within Governance First, creating a formalised governing body is the fundamental first step to developing shared services, and needs to happen before designing how the shared service will operate.

92. The constituent members of the Roads Collaboration Board are all strongly behind the core principle of Governance First, that sharing should be the default position to delivering roads services. Through working with councils, the RCP has identified various benefits to shared services, including:

- Efficiency of size through having a larger available budget, greater purchasing power, a stronger strategic function and streamlined back-office functions such as administration.

- Being stronger organisationally through having a larger and more mobile workforce. A shared service would be less dependent on individuals, and a bigger volume of work would enable it to retain skilled staff more readily and offer enhanced training opportunities.

93. The RCP has been working with councils to establish five regional groups to explore opportunities for further collaboration (Exhibit 13, page 40). The RCP has provided support through leading discussions at meetings, providing guidance on different models for collaboration and commissioning legal advice for councils on the implications of these different models. Regional joint committees are being established in some areas. Regional Transport Partnerships, the statutory bodies responsible for transport planning at a regional level, present another option. Roads authorities need to determine the governance arrangements that best suit their needs, but it is important that any potential for duplication is avoided.

Exhibit 13
Regional collaboration through the Roads Collaboration Programme
Councils are now participating in regional partnerships to consider how they can provide roads maintenance services in new ways.

Northern Roads Collaboration Forum

Edinburgh, Lothians, Borders and Fife Forum

Clyde Valley Roads Alliance

Tayforth Roads Collaboration Forum

South Exploratory Group

Location

Councils

1. Aberdeen City
2. Aberdeenshire
3. Angus
4. Argyll & Bute
5. Clackmannanshire
6. Dumfries & Galloway
7. Dundee City
8. East Ayrshire
9. East Dunbartonshire
10. East Lothian
11. East Renfrewshire
12. City of Edinburgh
13. Eilean Siar
14. Falkirk
15. Fife
16. Glasgow City
17. Highland
18. Inverclyde
19. Midlothian
20. Moray
21. North Ayrshire
22. North Lanarkshire
23. Orkney Islands
24. Perth & Kinross
25. Renfrewshire
26. Scottish Borders
27. Shetland Islands
28. South Ayrshire
29. South Lanarkshire
30. Stirling
31. West Dunbartonshire
32. West Lothian

Notes:
1. Angus Council is currently involved in two groupings: the Northern Roads Collaboration Programme and the Tayforth Roads Collaboration Forum.
2. North Ayrshire Council has still to decide whether it wishes to be part of the formal groupings. Shetland Islands Council is monitoring progress of the Northern Forum having decided in 2015 not to be part of a formal group at this time.

Source: Roads Collaboration Programme

94. COSLA agreed at its Leaders Group meeting in November 2015 to endorse the proposals for regional working. In particular, Leaders agreed that the optimum model for the future management and maintenance of the Scottish road network is via regional bodies covering the work of all existing roads authorities, that is the 32 councils and Transport Scotland. SCOTS has also endorsed the proposals.

95. Councils are responsible for agreeing how best to establish regional bodies. This has led to a variety of different approaches and has contributed to the slow progress being made. Some of the challenges encountered include:

- Uncertainty on whether the trunk road network would be included in the development of collaboration proposals. Scottish ministers did not clarify their position on this until November 2015 (paragraph 100).

- Concern that the service areas to be included in the shared service arrangement are small scale and unlikely to deliver the service improvement or organisational benefits required.

- Fewer perceived benefits for larger councils, or for those who have previously been investing in their road network.

- Fear of bigger councils dominating.

- Elected members' concerns about the extent of the powers for joint committees and how this impacts on local financial control. So far, proposals for the powers for joint committees do not extend to the control of budgets.

96. As at March 2016, the current status of each regional group was:

- **Northern Roads Collaboration Forum** – Elected members have met twice and have appointed a councillor from Highland Council to chair the forum. Aberdeenshire Council is preparing a minute of agreement which, once the other councils approve it, will form the basis of a joint committee. The formal committee's first meeting is expected in autumn 2016.

- **Edinburgh, Lothians, Borders and Fife Forum** – All councils have now approved the setting up of a shadow joint committee. The committee first met at the end of March 2016. City of Edinburgh Council legal officers are preparing a draft Memorandum of Agreement for consideration at the next Forum meeting, prior to it being circulated to constituent councils for approval.

- **Clyde Valley Roads Alliance** – An officer subgroup has been established and is to develop proposals for an integrated service by summer 2016. Elected members have yet to be closely involved in the arrangements and member councils recognise that faster progress is needed.

- **Tayforth Roads Collaboration Forum** – There will be overarching collaboration across the Tayforth area, but operational collaboration will be split. This will be between the three Tayside Contracts councils (Angus, Dundee and Perth and Kinross) and the Forth Valley councils (Falkirk, Stirling, Clackmannanshire) plus potentially West Lothian and East Dunbartonshire. This is to allow for a review of the Tayside Contracts arrangements to be completed.

- **South Exploratory Group** – This is still very much at an exploratory stage. Discussions are continuing between officers but formal arrangements have still to be established and potential shared services to be confirmed. Collaboration with Cumbria County Council is also being explored.

97. Based on the progress of establishing regional governance bodies, it is clear that the second phase of Governance First, which covers designing how shared services will operate, is still some way off. A key issue with the rate of progress is the low profile that roads services have with elected members and senior managers due to them being now largely subsumed within larger council departments. As a result, the lead officer for roads maintenance is often at a lower management tier level than before and lacks delegated authority for taking shared services forward. Similarly, the extent of elected member involvement and buy-in to the shared service concept has been mixed.

98. Councils may also be able to learn from others about how to develop shared services in the future. For example, Transport for London and London borough councils formed the London Highways Alliance in 2013 as a joint initiative to deliver all aspects of roads services, including maintenance. Roads services are provided through four geographic contracts that cover eight years. Transport for London and London borough councils expect to save up to £450 million over the life of these contracts, with annual savings equivalent to around ten per cent of current spending on roads services. They expect to achieve this through measures such as collaborative procurement, sharing expertise and innovative construction techniques.

Scottish ministers want to see more progress being made before trunk roads could be considered for inclusion in regional groupings

99. A key question for roads authorities is the extent to which the shared service operational model should include trunk roads. Transport Scotland has yet to decide whether to enter into regional arrangements. It considers that more competitive procurement and pricing through its trunk road operating contracts has generated efficiency savings of around £42 million over the three years 2012/13 to 2014/15.

100. Two of the trunk road operating contracts are due for renewal in April 2018 (North West and South West). Another two are due for renewal in August 2020 (North East and South East), although all four contain options to extend contract lengths. This provides Transport Scotland with flexibility over its future approach to trunk road maintenance, including its inclusion in regional groupings. Scottish ministers outlined to COSLA in November 2015 that, before trunk roads maintenance could be considered for inclusion in any future regional groupings, councils need to make more progress. In particular, councils need to be able to demonstrate that including trunk roads within any future regional groupings would lead to efficiency savings and other benefits.

Endnotes
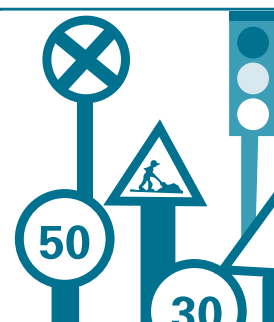
◄ 1 The Strategic Action Group is jointly chaired by the Minister for Transport and the Islands and COSLA. It is tasked with overseeing the progress of the National Roads Maintenance Review.

◄ 2 The Office for National Statistics calculates road construction inflation by examining price increases in a variety of materials and activities associated with road construction. It is currently reviewing how it calculates road construction inflation and has stopped publishing updates of it. This report therefore uses GDP price deflators to calculate changes in roads maintenance expenditure in real terms.

◄ 3 Scottish Government National Performance Framework The Scottish Government considers that the road network contributes to the following outcomes: We live in a Scotland that is the most attractive place for doing business in Europe; We realise our full economic potential with more and better employment opportunities for our people; We live longer healthier lives; We have tackled the significant inequalities in Scottish society; We live our lives safe from crime, disorder and danger. We live in well-designed, sustainable places where we are able to access the services and amenities we need; We value and enjoy our built and natural environment and protect it and enhance it for future generations; We reduce the local and global environmental impact of our consumption and production; Our public services are high quality, continually improving, efficient and responsive to local people's needs.

◄ 4 http://www.driving-test-success.com/causes-car-crash.htm

◄ 5 Reported Road Casualties Scotland 2014, Scottish Government, October 2015.

◄ 6 Scottish Household Survey 2014, Scottish Government, October 2015. The survey uses a main sample base of over 10,000 respondents covering all council areas.

◄ 7 Scottish Household Survey 2014, Scottish Government, October 2015.

◄ 8 An Overview of Local Government in Scotland 2016, Accounts Commission, March 2016.

◄ 9 An Overview of Local Government in Scotland 2016, Accounts Commission, March 2016.

◄ 10 Council spend figures come from the SCOTs/APSE data returns and include both revenue and capital expenditure.

◄ 11 Road Conditions in England 2015, Department for Transport, March 2016.

◄ 12 Maintenance expenditure by road type, Department for Transport, March 2016.

◄ 13 Roads Investment Strategy for the 2015/16-2019/20 Roads Period, Department for Transport, December 2014.

◄ 14 The Local Government Benchmarking Framework (LGBF) brings together performance information from all 32 councils covering a wide range of services. The Improvement Service maintains the LGBF to support councils to improve their services by working and learning together.

◄ 15 Lean management is a long-term approach that systematically seeks to achieve small, incremental changes in processes in order to improve an organisation's overall efficiency and quality.

◄ 16 Option 30 Report, Consideration of optimal delivery structures for roads management and maintenance, June 2012.

Appendix

The Ayrshire Roads Alliance

The Ayrshire Roads Alliance (ARA) was established in April 2014 as a shared roads service between East and South Ayrshire councils. All three Ayrshire councils were involved in developing it following the establishment of the Ayrshire Shared Services Joint Committee in March 2012. In June 2013 North Ayrshire Council decided not join the ARA after the business case was prepared. East and South Ayrshire councils consider that the joint committee arrangement provides an established governance framework, and a good forum for discussing the development of the shared service, and joint decision-making.

The Ayrshire Roads Alliance has been set up as a shared strategic function, including a single head of service. The two participant councils remain the statutory roads authorities. The ARA acts as a single operational service across the area. All South Ayrshire Council roads and transportation staff transferred (under TUPE arrangements) to East Ayrshire Council. The Ayrshire Roads Alliance considers this provides a more flexible and mobile workforce that can be used more effectively across the combined road network.

To maintain responsiveness to each council's priorities, roads maintenance and improvement work is currently planned separately through two separate RAMPs. Each council also retains responsibility for its roads maintenance budget. The Ayrshire Roads Alliance sees this as a key factor in addressing elected member concerns about the potential for loss of local control and accountability in a shared service. With the exception of a small shared strategic budget, spending is ring-fenced for activity within each of the geographic areas. The total budget for 2014/15 was £24.4 million, with £16.7 million coming from East Ayrshire Council and £8.1 million from South Ayrshire Council.

The business case identifies developing a mobile, integrated and responsive workforce as a core aim of the shared service. It sets a savings target of £8.6 million over the first ten years of the service (approximately six per cent of current revenue spending). Savings over the first few years are expected to be generated mainly through a reduction in strategic staff. There are currently no plans to reduce the level of operational staffing, although the Alliance has identified the opportunity to reduce its combined winter maintenance fleet as a result of more efficient gritting routes across the combined area.

Historically, the two councils' spending on roads maintenance has differed significantly. The Ayrshire Roads Alliance considers that joint scrutiny of plans and budgets at the shared services joint committee has allowed elected members to become more aware of these differences and the potential impact of different levels of investment. Since the Alliance was established, South Ayrshire Council has decided to allocate additional capital investment to roads maintenance, investing an additional £10 million over five years.

Maintaining Scotland's roads

A follow-up report

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THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE

WINTER SERVICE

Report by the Head of Roads - Ayrshire Roads Alliance

PURPOSE OF REPORT

1. The purpose of this report is to advise the Joint Committee of the unified Winter Operations delivered over 2015/16 and the proposals for 2016/17.

DETAIL

2. The Ayrshire Roads Alliance formally commenced on Tuesday 1 April 2014 and has delivered a combined winter service across the geographical areas served by East Ayrshire Council and South Ayrshire Council through its combined operations team from October 2014.

3. As part of the Service Plan which was approved at Joint Committee on 23 May 2014, it was agreed to develop a unified approach to the Winter Service. It was agreed that a sub-group comprising officers from the Ayrshire Roads Alliance - South and East would be set up, chaired by the Operations Manager to identify best practice working methods across both areas that this was introduced with minimal effect on winter operations for 2014/15.

4. Combined salt stock monitoring is also carried out; however the reporting of salt usage is reported by individual authority.

    Salt usage in East Ayrshire for 2015/16 was as follows;

Galston	3810 tonnes
Cumnock	4142 tonnes
Total Number of Salt Operations	1538

    Salt usage in South Ayrshire for 2015/16 was as follows;

Meadowhead	3089 tonnes
Girvan	1719 tonnes
Total Number of Salt Operations	1060

5. Combined Scottish Government Returns, APSE returned statistics and Performance Indicators are now included within the Vaisala Manager system. This provides standard data and information across the Ayrshire Roads Alliance.

6.	A review of the existing boundary arrangements resulted in minor alterations in the 2014/15 winter service, where it had been shown to be beneficial to extend some existing routes across boundaries, albeit retaining existing winter domains. For the Winter Service for 2015/16, Vaisala carried out a full route optimisation exercise with preliminary results intimating the number of routes in East Ayrshire be reduced by one, with no change in South Ayrshire. This was introduced and had no issues with regards winter gritting over 2015/16.

7.	A full review and the combination of best practice regarding Health and Safety processes for winter has been concluded. This included Tool Box Talks, Risk Assessments and Risk Assessment Process cards. All operatives were fully trained and they have already completed refresher training prior to the commencement of winter 2016/17.

8	The Ayrshire Roads Alliance web-page is set up and it is updated daily during the winter months with regard to winter decisions across the Ayrshire Roads Alliance network.

9.	The Ayrshire Roads Alliance will continue with separate authority representatives dealing with salt supplies and the weather provision services. It has been agreed to have two representatives, one from each geographical area. This will ensure adequate cover during periods of holiday or absence, and ensure that each authority is represented in terms of local authority winter forums.

10.	Salt supply orders were delivered in early September 2016. Calibration of vehicles was completed in September 2016. The Ayrshire Roads Alliance - South has hired permanent body gritters through the East Ayrshire Council Transport Section to supplement the vehicle numbers required to deliver its 10 routes. These vehicles will operate from October 2016 until March 2017.

11.	Combined training schedules have been completed and these include
	• Driver Training
	• Tool Box Talks
	• Supervisor and Controller training on the Vaisala and weather provider software packages.

	These were refreshed in advance of the winter service period 2016/17.

12.	A Winter Maintenance Service contract covering the Ayrshire Roads Alliance network is in place and this provides additional support from local farmers, small medium enterprises and contractors in the event of periods of prolonged adverse weather.

PROPOSALS

13. Drivers are an important asset in delivering our winter service, over, in some instances, prolonged spells of poor weather. Gritting periods are operated on a 12 hour rota system where maximum driving time is 10 hours, and maximum duty time is 11 hours. This has an effect on operatives delivering normal roads operations, albeit the act of driving is classed as a secondary duty when related to roadworks, and gritters are an exempt class of vehicle in terms of the Operator's Licence. It has been deemed good practice by East Ayrshire Council Transport Section that stringent compliance of Road Traffic Law related to driving and vehicles as a whole is applied to gritting operations and the recording of driver hours and duty time is an important element to be managed.

14. Previously the Ayrshire Roads Alliance had two winter policies and one operating plan for winter treatment. This documentation was reviewed for winter 2015/16 and comprised one winter policy but with two parts to ensure the statutory duties for each road authority is maintained, and that each operational area is detailed in terms of weather domains, gritting routes, salt tonnage, depots, number of operatives available and number of current vehicles.

15. A significant change to the winter policy is the introduction of a flooding operations section. Increased evidence suggests that winters will be far wetter with flooding and high winds causing issues across the networks as experienced in October 2015, December 2015 and January 2016.

16. Supporting community resilience with the provision of training, salt, footway spreaders and personal protective equipment as currently operating in several communities has been offered this year with all community councils offered assistance.

17. An adverse weather report will only be issued by both areas to relevant officers when conditions are outwith the normal expected weather for the period between October and March, or in the event of an extreme weather warning from the Met Office.

FINANCIAL IMPLICATIONS

18. The Ayrshire Roads Alliance delivers the winter maintenance service. The budget is provided by East Ayrshire Council and South Ayrshire Council. Appropriate scrutiny arrangements are in place to manage these budgets.

LEGAL IMPLICATIONS

19. The work of the Ayrshire Roads Alliance is undertaken in accordance with relevant legislation.

HUMAN RESOURCES IMPLICATIONS

20.   The work programmes have direct impact on human resources by ensuring all winter maintenance works are suitably resourced to maintain satisfactory progress.

COMMUNITY/ COUNCIL PLAN IMPLICATIONS

21.   The work undertaken by the Ayrshire Roads Alliance aligns with the Community Plan for East Ayrshire Council; and the Council Plan for South Ayrshire Council.

RISK MANAGEMENT IMPLICATIONS

22.   The Ayrshire Roads Alliance Risk Register has been developed from the East Ayrshire Council framework, and was approved by the Joint Committee on 21 August 2014. This Risk Register aligns with the Community Plan/Council Plan in both partner bodies.

23.   The Works Programmes, Service Plan and the Risk Register do not expose either Council to an increased risk because the Works Programme,   Service Plan and Risk Register have been developed from existing budgets and existing service commitment.

24.   A full suite of management controls and risk assessments are in place for winter 2016/17 with operative refresher training arranged for September 2016.

RECOMMENDATIONS

25.   It is recommended that the Joint Committee:

(i)   Approves the proposals for maintaining the winter service across the Ayrshire Roads Alliance area,
(ii)   Otherwise, notes the contents of this report.

Stewart Turner
Head of Roads - Ayrshire Roads Alliance
31 October 2016

LIST OF APPENDICES
None

BACKGROUND PAPERS
None

For further information on this report, please contact Stewart Turner
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Implementation Officer: Kevin Braidwood, Operations Manager - Ayrshire Roads Alliance on 01563 576441, or at kevin.braidwood@ayrshireroadsalliance.org

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE
ROADWORKS PROGRAMME 2016/17

Report by the Head of Roads - Ayrshire Roads Alliance

PURPOSE OF REPORT

1. The purpose of this report is to advise the Joint Committee of the progress made with the road improvement programmes within East Ayrshire and South Ayrshire for financial year 2016-2017.

DETAIL

2. Prior to 1 April 2014, the Roads Maintenance Units within both authorities had the role of implementing and managing the road works programmes within the geographical areas of both authorities.

3. East Ayrshire Council's programme for 2016/17 was approved by Cabinet on 10 February 2016. The available budgets for 2016/17 from East Ayrshire Council are £3.305m carriageways; street lighting £250k; traffic & road safety £200k; bridges £1.59m; New Cumnock Flood Work £600k; A71 Moorfield £600k; A70 Glenbuck £1.4m; and A71 Gowanbank £400k.

4. South Ayrshire Council's programme for 2016/17 was approved by Leadership Panel on 26 April 2016. The available budgets for 2016/17 from South Ayrshire Council are £710k carriageways; street lighting £1.050m; and bridges £325k. A further £1m was authorised by South Ayrshire Council in June 2016.

5. The Ayrshire Roads Alliance formally commenced on Tuesday 1 April 2014 and will deliver the programmes across the geographical areas served by East Ayrshire and South Ayrshire Councils through its combined operations unit.

6. Updated progress of programmes 2016-2017 are contained within Appendices One and Two.

FINANCIAL IMPLICATIONS

7. The Ayrshire Roads Alliance will deliver the strategic and local services as stated in the Service Plan associated with Roads Operations. The budget is provided by East Ayrshire Council, South Ayrshire Council, and other external organisations. Appropriate scrutiny arrangements are in place to manage these budgets.

LEGAL IMPLICATIONS

8. The work of the Ayrshire Roads Alliance will be undertaken in accordance with relevant legislation.

HUMAN RESOURCES IMPLICATIONS

9. The work programmes have direct impact on human resources by ensuring all works are suitably resourced to maintain satisfactory progress. There will be a degree of impact on human resources in relation to the work programmes.

COMMUNITY/ COUNCIL PLAN IMPLICATIONS

10. The work undertaken by the Ayrshire Roads Alliance aligns with the Community Plan for East Ayrshire Council; and the Council Plan for South Ayrshire Council.

RISK MANAGEMENT IMPLICATIONS

11. The Ayrshire Roads Alliance Risk Register was approved at a previous Joint Committee.

12. The Works Programmes, Service Plan and the Risk Register do not expose either Council to an increased risk because the Works Programme, Service Plan and Risk Register have been developed from existing budgets and existing service commitment.

RECOMMENDATIONS

13. It is recommended that the Joint Committee:

    (i)   Notes the Ayrshire Roads Alliance works progress
    (ii)   Otherwise, notes the contents of this Report

Stewart Turner
Head of Roads - Ayrshire Roads Alliance
31 October 2016

LIST OF APPENDICES

BACKGROUND PAPERS

East Ayrshire Council Cabinet Report - 2016/17 Programme for Carriageway and Footway Structural Maintenance and Street Lighting Works - 10 February 2016

South Ayrshire Council Leadership Panel Report - Road Improvement Plan 2016/17 - 26 April 2016

For further information on this report, please contact Stewart Turner Head of Roads - Ayrshire Roads Alliance on 01563 503164 or at stewart.turner@ayrshireroadsalliance.org

Implementation Officer: Kevin Braidwood, Operations Manager - Ayrshire Roads Alliance on 01563 576441, or at kevin.braidwood@ayrshireroadsalliance.org

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Key for Materials Column

Abbreviation	Description
DBM	Dense Bitumen Macadam
DBM Enriched	Dense Bitumen Macadam with enriched bitumen binder.
HRA	Hot Rolled Asphalt (& Pre-coat)
55%	55% High Stone Content Asphalt
Micro asphalt	A thin coat surface laid over an existing road. Returns skid- resistance of road & seals the carriageway against the ingress of water.
Anti-skid	A thin coat of a high friction surfacing or bauxite chippings.

Appendix 1

Ayrshire Roads Alliance

South Ayrshire Programme

Pages 5 to 9

South Ayrshire Council Road Improvement Plan for Capital and Revenue 2016/17

Route	Town	Description	Work Type	Start Date	Status	Contractor	Estimate
Uncl	Prestwick	Northfield Ave	Resurfacing	To be programmed	Designed	To be confirmed	£41,250
B742	By Mossblown	Sandyford to Mossblown	Resurfacing	Complete	Complete	ARA South	£75,000
Uncl	Ayr	Roman Road	Resurfacing	Complete	Complete	ARA South	£33,000
Uncl	Ayr	Longbank Drive	Resurfacing	To be programmed	Designed	ARA South	£52,500
A713	Ayr	Castlehill Road	Resurfacing	Complete	Complete	ARA South	£67,850
C74	Ayr	From A70 to Crematorium	Resurfacing	To be confirmed	Designed	To be confirmed	£75,025
Uncl	Troon	Crosbie Road	Resurfacing	Complete	Complete	ARA South	£68,500
A759	By Troon	A759 Auchengate to B730 Drybridge	Resurfacing	Complete	Complete	External	£96,250
A719	Tarbolton	Fail toll to East of Rabbit Planting	Resurfacing	Complete	Complete	ARA South	£220,000
B749	By Troon	Monktonhill Road	Resurfacing	Complete	Complete	Hillhouse	£26,250
A714	Barrhill	Kilantrigan	Resurfacing	Complete	Complete	ARA South	£150,000
B734	Girvan	Girvan/Old Dailly	Resurfacing	Complete	Complete	ARA South	£178,750
B741	Dailly	Jct A77/Main St Dailly	Screed	8/08/16	Designed	ARA South	£150,025
C122	Maybole	Maybole Glenalmond	Screed	To be confirmed	Designed	ARA South	£41,360
B739	Monkton	Tarbolton Road	Screed	Complete	Complete	ARA South	£186,667
U114	Troon	Isle of Pin Road	Surface Dress	Complete	Complete	ARA South	£35,556
B730	Tarbolton	Stair/Tarbolton	Surface Dress	Complete	Complete	ARA South	£26,280

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Route	Town	Description	Work Type	Start Date	Status	Contractor	Estimate
C17	Tarbolton	Torcross	Surface Dress	Complete	Complete	Scottish Borders Council	£43,362
B7034	Ayr South	Carcluie/Dalrymple	Surface Dress	Complete	Complete	Scottish Borders Council	£24,660
B742	Ayr South	Coylton to EAC Boundary	Surface Dress	Complete	Complete	Scottish Borders Council	£52,110
C119	Craigie	Maintree	Surface Dress	Complete	Complete	Scottish Borders Council	£11,207
U80	Craigie	High Langside	Surface Dress	Complete	Complete	Scottish Borders Council	£20,579
B741	Straiton	Straiton to Rowantree	Surface Dress	Complete	Complete	Scottish Borders Council	£119,070
U31	Straiton	Dyke	Surface Dress	Complete	Complete	Scottish Borders Council	£17,298
U68	Straiton	Threethorns	Surface Dress	Complete	Complete	Scottish Borders Council	£11,790
Uncl	Troon	Victoria Drive	Footway Recon	Complete	Complete	Finco Engineering	£50,000
Uncl	Troon	West Portland Street	Footway Recon	Complete	Complete	Finco Engineering	£4,000
B730	By Symington	B730 at Jct A77	Resurfacing	Complete	Complete	ARA South	£3,000
Various	Various	Golf Open Patching Works	C/way patching	Complete	Complete	Newlay Engineering	£120,000

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Lighting Works South Ayrshire
2016/17 Infrastructure
Improvement Programme
Capital/Revenue

Location	Reason for Replacement	Proposed start	Due completion	Estimated cost
Troon	Column Replacement	Commenced	September 2016	£90,000
Prestwick Orangefield	Lighting Replacement	June 2016	August 2016	£40,000
Dundonald Kilnford Drive Area	Lighting Replacement	15/08/16	September 2016	£170,000
LED Replacements	Energy Reduction	May 2016	Ongoing	£585,000

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South Ayrshire Design Section 2016/17

ARA Design Section - Capital Projects South Ayrshire	
Project	
C2 Bridge of Coyle - replacement	Site Investigation works
Southpark Avenue Bridge, Girvan - deck replacement	Complete
Todd Street Bridge, Girvan - deck replacement	Tender Issue September 2016,with site start October 2016
South Balloch Bridge - strengthening	Design substantially complete. Tender issue pending review of traffic management options to minimise road diversion extents

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Appendix 2

Ayrshire Roads Alliance

East Ayrshire Programme

Pages 10 to 24

East Ayrshire Carriageway Structural Maintenance Programme 2016/17

Location	Description	Status	Proposed Start Date	Contractor	Material	Estimate	Ranking
A713 Dalrymple	B742 Junction to U738	Complete	Complete	Hillhouse	HRA 30/14F	£197,100	83
A71 Newmilns	Carpark to High Street	On Hold	Postponed until 2017 for Scottish Water works	ARA East	HRA 30/14F	£115,200	83
A70 Lugar	Boghead	Complete	Complete	Hillhouse	HRA 30/14F	£163,520	83
A719 Galston	Portland Road to Orchard Street	On Hold	To be confirmed	ARA East	HRA 55/10	£33,600	88
B7038 Kilmarnock	Holmquarry road junction	Complete	Complete	ARA East	HRA 55/10	£43,750	78
B7038 Kilmarnock	James Little St to West Netherton St	Complete	Complete	ARA East	HRA 55/10	£25,550	78
B7083 Auchinleck	Coal Road to Auchinleck Burn Bridge	On site	Proposed completion 12/08/16	Hillhouse	HRA 30/14F	£67,452	77
B7083 Auchinleck	Well Road to Coal Road	On site	Proposed completion 12/08/16	Hillhouse	HRA 30/14F	£102,200	79
B7046 Cumnock	Glaisnock Street to Police station	Complete	Complete	Hillhouse	HRA 30/14F	£67,200	78
Stewarton	East Hareshaw to East Overhill	On Hold	To be confirmed	ARA East	10mm enriched	£51,300	64
Stewarton	Low Clunch to Townhead of Cree	On Hold	To be confirmed	ARA East	10mm enriched	£128,250	64
C36 New Cumnock	Connelwood House to Little Creoch	Complete	Complete	ARA East	AC 10 enriched	£90,000	67
C116 Stair	B742 to Gatefoot Bridge	Complete	Complete	ARA East	AC10 enriched	£46,500	64
C116 Stair	Trabboch House to B730	Complete	Complete	ARA East	AC10 enriched	£48,000	60

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Location	Description	Status	Proposed Start Date	Contractor	Material	Estimate	Ranking
U732 Mauchline	Turnerhill to C50	Complete	Complete	ARA East	AC10 enriched	£115,500	59
U1 Priestland	A71 to 1st tank	Designed	12.09.16	ARA East	10mm enriched	£49,000	59
U1 Priestland	1st tank to second tank	Designed	12.09.16	ARA East	10mm enriched	£24,500	59
Newmilns	Irvine Road - Loudoun Road West to Mure Place	Designed	20.06.16	ARA East	HRA 55/10	£68,970	57
Newmilns	Loudoun Road West - Loudoun Road to Irvine Road	Complete	Complete	ARA East	HRA 55/10	£49,005	57
Newmilns	MacLeod Street - Loudoun Road West to Irvine Road	Complete	Complete	ARA East	HRA 55/10	£15,730	57
Kilmarnock - Wardneuk	Davaar Drive - Inchmurrin Drive to Cumbrae Drive	Complete	Complete	ARA East	HRA 55/10	£30,250	63
Kilmarnock - Wardneuk	Cumbrae Drive - Full Length	Complete	Complete	ARA East	HRA 55/10	£39,930	63
Kilmarnock - Centre	West Woodstock Street - Fullarton Street to North Hamilton Street	Complete	Complete	ARA East	HRA 55/10	£17,160	61
Kilmarnock - Centre	West Fullerton Street - Fullarton Street to end of cul de sac	Complete	Complete	ARA East	HRA 55/10	£9,680	61
Kilmarnock - Centre	Yorke Place - Full length	To be designed	Delayed due to retaining wall	ARA East	HRA 55/10	£27,830	61
Kilmarnock- Grange	Irvine road to school gate	To commence on site	12.08.16	ARA East	HRA 55/10	£28,380	72
Lugton	Entire Street	To commence on site	26.09.16	ARA East	HRA 55/10	£33,330	65
Kilmarnock	Kirkton Road	To Commence on site	October 2015	ARA East	HRA 55/10	To be confirmed	36
Kilmarnock	Arran Avenue	To be designed	To be programmed	ARA East	HRA 55/10	To be confirmed	31
Kilmarnock	Castle Drive	To be designed	To be programmed	ARA East	To be confirmed	To be confirmed	31
Kilmarnock	Manor Avenue	To be designed	To be programmed	ARA East	To be confirmed	To be confirmed	31

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Location	Description	Status	Proposed Start Date	Contractor	Material	Estimate	Ranking
Crosshouse	Parkhill Avenue	To commence on site	3/10/16	ARA East	HRA 55/10	To be confirmed	2016/17
Crosshouse	Playingfield Road	To commence on site	10/10/16	ARA East	HRA 55/10	To be confirmed	2016/17
Logan	Logan Ave	Complete	Complete	ARA East	HRA 55/10	£24,200	78
Crosshouse	Full street	To be designed	03.10.16	ARA East	HRA 55/10	£22,000	50
Crosshouse	Full street	To be designed	10.10.16	ARA East	HRA 55/10	£31,000	62
Netherthird	Netherthird Road	Menzies Avenue to Holmburn Road	Complete	Hillhosue	HRA 55/10	To be confirmed	2015/16
Stewarton	Castlehill Road	Arran View to Clerkland Road	Complete	ARA East	HRA 55/10	To be confirmed	2016/17
Newmilns	Isles Terrace	No.3 to end cul de sac	Complete	ARA East	HRA 55/10	To be confirmed	2015/16
Newmilns	Isles Terrace	No.3 to end cul de sac	Complete	ARA East	HRA 55/10	To be confirmed	2015/16
Cronberry	Riverside Gardens	C22 to End	Drainage investigatory works required	ARA East	HRA 55/10	To be confirmed	2015/16
East Ayrshire Council Leader's Initiative projects for urban carriageways have been collated and they are currently being assessed. The works programme will be included in the next Joint Committee report.						£500,000	

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East Ayrshire Surface Dressing Programme 2016/17

Route	Location	Section	Status	Proposed Start Date	Contractor	Material	Estimate
B742	Cloncaird	A713 to Snipe Loch	Cancelled	N/A	Scottish Borders Council	Applied binder and stone chippings	£26,400
C53	Carnel Road	Kilmarnock to Crossbush	Complete	06.5.16	Scottish Borders Council	Applied binder and stone chippings	£22,000
C91	Burnton Road	Gateside road to Craigmark	Cancelled	N/A	Scottish Borders Council	Applied binder and stone chippings	£18,700
C24	Southhook Road	U45 to boundary	Complete	Complete	Scottish Borders Council	Applied binder and stone chippings	£9,800
C3	Stair Wood	Stairwood	Complete	Complete	Scottish Borders Council	Applied binder and stone chippings	£11,200
C3	Barskimming Bridge	Barskimming Old Bridge	Complete	Complete	Scottish Borders Council	Applied binder and stone chippings	£8,160
U734	Hillhead Road	B7037 to U739	Completed in previous year	Complete	Scottish Borders Council	Applied binder and stone chippings	£63,200
U76	Blackside	Full Length	Complete	Complete	Scottish Borders Council	Applied binder and stone chippings	£8,400

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Route	Location	Section	Status	Proposed Start Date	Contractor	Material	Estimate
U64	Gainhill Road	B778 to A77	Cancelled due to culvert works	Complete	Scottish Borders Council	Applied binder and stone chippings	£23,800
U5	Passford Road	Yonderfield to Winkingfield	Completed in previous year	Complete	Scottish Borders Council	Applied binder and stone chippings	£21,000
U3	Foulpapple Road	Various sections	Completed in previous year	Complete	Scottish Borders Council	Applied binder and stone chippings	£56,000

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East Ayrshire Micro-Asphalt Programme 2016/17

Town / Route	Location	Status	Proposed Start Date	Contractor	Material	Estimate
Newmilns	Mill Crescent	Micro Asphalt programme Out for Tender at present	Oct 16	Keilly Bros	Micro-Asphalt	£7,876
Newmilns	King Street	Unsuitable – location changed to Muir Drive & Lintmill Rd Darvel	Oct 16	Keilly Bros	Micro-Asphalt	£14,520
Newmilns	Ladeside	Out for Tender	Oct 16	Keilly Bros	Micro-Asphalt	£11,200
Newmilns	Campbell Street	Out for Tender	Oct 16	Keilly Bros	Micro-Asphalt	£9,504
Newmilns	Borebrae Crescent	Complete last year – location change to Portland Rd Galston	Oct 16	Keilly Bros	Micro-Asphalt	£3,520
Newmilns	Brown Street	Out for Tender	Oct 16	Keilly Bros	Micro-Asphalt	£58,400

East Ayrshire Footway Structural Maintenance Programme 2016/17

Section	Street Name	Location	Status	Proposed Start Date	Contractor	Material	Ranking	Estimate
Auchinleck	Boswell Drive	No. 28 to No. 36	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£4,560
Bellsbank	Merrick Drive	1 to 15	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£6,156
Bellsbank	Merrick Drive	Opposite Ness Glen Rd to Dalfarrson Av	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£16,796
Catrine	Shawlands Street	No 35 to 58	Complete	Complete	JH Civil Engineering	HRA 15/10	70	£6,840
Catrine	Shawlands Street	No.42 to Montgomerie Street	Complete	Complete	JH Civil Engineering	HRA 15/10	70	£6,840
Catrine	Ballochmyle Quad	No. 8 to 22	Complete	Complete	JH Civil Engineering	HRA 15/10	70	£8,360
Catrine	Ballochmyle Quad	No. 15 to 59	Complete	Complete	JH Civil Engineering	HRA 15/10	70	£12,920
Cumnock	Elizabeth Crescent	Townhead Street to No. 16	To be Designed	To be programmed	To be confirmed	HRA 15/10	70	£10,640
Cumnock	McCall Avenue	No. 2 to No. 24	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£11,780
Dalmellington	Church Hill	hall to No. 18	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£11,286
Dalmellington	Castle Croft	No. 33 to No. 40	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£12,654
Dalrymple	Birch Avenue	No. 19 to Portland Road	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£5,130
Dalrymple	Barbieston Terrace	Birch Avenue to Skeldon Drive	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£11,286
Drongan	Mainsford Avenue	No. 2 to No. 20	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£8,550
Drongan	Carston Avenue	Mill o Shield Road to Coronation Road	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£9,120

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Section	Street Name	Location	Status	Proposed Start Date	Contractor	Material	Ranking	Estimate
Drongan	Carston Avenue	Mill o Shield Road to Millmannoch Avenue	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£8,360
Logan	Boswell Crescent	No. 31 to No. 54	To be designed	To be programmed	To be confirmed	HRA 15/10	65	£12,160
Mauchline	Loudoun Street	Barskimming Rd to No. 93	On site	01/08/16	JH Civil Engineering	HRA 15/10	70	£10,260
Mauchline	Loudoun Street	No. 38 to Clarinda Crescent	On site	01/08/16	JH Civil Engineering	HRA 15/10	70	£6,308
Mauchline	Carrick View	18 Carrick View to 80 Beechwood Rd	Designed	12.09.16	JH Civil Engineering	HRA 15/10	70	£7,600
Mauchline	Beechwood Rd	A76 to Beechwood Rd	Designed	12.09.16	JH Civil Engineering	HRA 15/10	70	£1,520
Mauchline	Sunnyside Crescent	No. 50 to No. 74	Designed	10.10.16	JH Civil Engineering	HRA 15/10	70	£8,276
Muirkirk	Hareshaw Crescent	Meanlour Drive to No. 23	To be designed	To be programmed	To be confirmed	HRA 15/10	85	£9,990
Muirkirk	Hareshaw Crescent	Meanlour Drive to No. 56	To be designed	To be programmed	To be confirmed	HRA 15/10	85	£17,982
Netherthird	Carsgailloch Ave	No. 2 to 28	To be designed	17.10.16	To be confirmed	HRA 15/10	70	£9,500
Netherthird	Holmburn Rd	No. 153 to 183	To be designed	31.10.16	To be confirmed	HRA 15/10	70	£1,710
Netherthird	Holmburn Ave	No. 2 to 16	To be designed	24.10.16	To be confirmed	HRA 15/10	70	£11,628
Netherthird	Skerrington Pl	Full length	To be designed	14.11.16	To be confirmed	HRA 15/10	70	£14,744
Ochiltree	Douglas Brown Av.	No. 2 to No. 32	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£14,744
Sorn	B743 Main Street	Adjacent to Anderson Crescent	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£12,920

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Section	Street Name	Location	Status	Proposed Start Date	Contractor	Material	Ranking	Estimate
Crookedholm	Wellington Ave	Struthers Ave to Ralston Drive	Designed	15.08.16	To be confirmed	HRA 15/10	70	£9,500
Crookedholm	Ralston Drive	Wellington Ave to 48 Ralston Drive	Designed	08.08.16	To be confirmed	HRA 15/10	70	£7,600
Crookedholm	Seright Crescent	North Side	Designed	22.08.16	To be confirmed	HRA 15/10	70	£12,920
Crosshouse	Gatehead Road	Playing field Road to Crossdene Road	Designed	31.10.16	To be confirmed	HRA 15/10	75	£12,160
Crosshouse	Woodlea Crescent	No.1 to No.17	Designed	07.10.16	To be confirmed	HRA 15/10	70	£4,560
Crosshouse	Woodlea Crescent	Carpark to No.4	Designed	07.10.16	To be confirmed	HRA 15/10	70	£4,560
Crosshouse	Woodlea Court	Woodlea Crescent to No.7	Designed	21.11.16	To be confirmed	HRA 15/10	68	£3,040
Fenwick	Stewarton Road	Main Road to new flats	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£3,040
Fenwick	Poles Road	Dunlop Street to Murchland Avenue	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£4,788
Galston	Cairn Terrace	East Side	Designed	05.09.16	To be confirmed	HRA 15/10	70	£21,888
Galston	Cairn View	Maxwood Rd to Cairn Terrace	Designed	29.08.16	To be confirmed	HRA 15/10	70	£3,420
Galston	Belvedere View	Stirling Cres to Cairn Terrace	Designed	18.10.16	To be confirmed	HRA 15/10	70	£34,200
Kilmarnock	Kirkton Road	Footway	To be designed	To be programmed	To be confirmed	To be confirmed	41	
Kilmarnock	Glencraigs Drive	Footway	To be designed	To be programmed	To be confirmed	To be confirmed	2014/15	
Kilmarnock	Forest Grove	Footway	To be designed	To be programmed	To be confirmed	To be confirmed	53	

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Section	Street Name	Location	Status	Proposed Start Date	Contractor	Material	Ranking	Estimate
Kilmarnock	Old Mill Road	Loanhead St. To Dick Road	To be designed	To be programmed	To be confirmed	HRA 15/10	75	£7,220
Kilmarnock	Loanhead Street	Section over frontage of Church	To be designed	To be programmed	To be confirmed	HRA 15/10	75	£3,420
Kilmarnock	Arbuckle Street	full length	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£3,040
Kilmarnock	East Shaw Street	Mini roundabout to High Glencairn Sq.	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£10,640
Kilmarnock	James Little Street	High Glencairn Street to Bentinck Street	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£9,880
Kilmarnock	Hareshaw Drive	No.60 to Bankend Place	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£7,220
Kilmarnock	Link Rd at Bus stop	Amlaird Road to Hareshaw Drive	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£3,800
Kilmaurs	Braehead Terrace	Towerhill Avenue to end of cul de sac	To be designed	To be programmed	To be confirmed	HRA 15/10	68	£4,560
Kilmaurs	Towerhill Avenue	No.19 to No.31	To be designed	To be programmed	To be confirmed	HRA 15/10	68	£4,560
Knockentiber	B751	Plann Road to end of Village	To be designed	17.10.16	To be confirmed	HRA 15/10	60	£14,440
Newmilns	Gilfoot	No.1 No.12	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£6,080
Newmilns	Loudoun Road	MacLeod St To No 26 (Irvine Rd junction)	To be designed	To be programmed	To be confirmed	HRA 15/10	68	£15,200
Newmilns	Kilnholm Street	Carwash to Carpark	To be designed	To be programmed	To be confirmed	HRA 15/10	75	£6,840
Priestland	A71	Bowfield Cottages to Crofthead	To be designed	To be programmed	To be confirmed	HRA 15/10	80	£13,680
Stewarton	Old Mill View	Dean Street to Robertland Rigg	To be designed	To be programmed	To be confirmed	HRA 15/10	70	£13,300
Hurlford	Academy Street	Union Street to No 29	Designed	08.10.16	To be confirmed	HRA 15/10	70	£5,472
Hurlford	Union Street	No 3 to Academy Street	Designed	17.10.16	To be confirmed	HRA 15/10	70	£3,283

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East Ayrshire Environmental Improvement Programme 2015/2021

Year	Project	Description of Works	Benefit	Estimated Cost
2015/16	Dalvennan Avenue Patna, Parking Bays	Form 6 Off-Street parking bays	Improve environment and road safety by reducing on street parking problems.	£15,000
2016/17	Hayhill, by Drongan, Environmental Improvement	Kerb, upgrade verge and form parking bay	Improve environment in village and road safety by formalising parking area.	£15,000
2017/18	Craigie Avenue, Kilmarnock	Form Lay-by - street parking bays	Improve environment and road safety by reducing on street parking problems.	£15,000
2018/19	Wellpark Crescent Kilmarnock, widen road.	Re-kerb and widen over-run grassed area	Improve environment and road safety by reducing on street parking problems.	£7,000
2018/19	Kilmarnock Rd Service Rd Crosshouse, widen road.	Re-kerb and widen over-run grassed area	Improve environment and road safety by reducing on street parking problems.	£8,000
2019/20	Hillcrest, Bellsbank, Dalmellington Parking Bays	Form 6 No Off-Street parking bays	Improve environment and safety by reducing on street parking problems.	£15,000
2020/21	North Hamilton Place Kilmarnock, parking bays.	Additional Parking Area	Improve environment and road safety by reducing on street parking problems.	£8,000
2020/21	Gateside Road, Galston, widen road.	Re-kerb and widen over-run grassed area	Improve environment and road safety by reducing on street parking problems.	£7,000

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East Ayrshire Design Section 2016/17

ARA Design Section - Capital Projects East Project - Bridge Strengthening	Status at 23/5/16
Assessment of Council Bridges - Work Package 13	Issued to Capita - draft reports received - completion end September 2016
C51 Dykefield Bridge Replacement	Contract awarded - site start April 11th for completion by end September 2016
U26 West Clerkland Bridge Replacement	Design tender preparation ongoing, land acquisition issues still to be addressed
B730 Littlemill Bridge Replacement	Design consultant JMP appointed 15/2/16, following mini-tender exercise - design ongoing/ARA commenting on proposals
A71 Mathews Burn Culvert - Replacement of West Don St Section	Topo survey completed, design, tender preparation, land acquisition still to commence
U64 Gardrum Mill Culvert Replacement	Works completed and road re-opened May 2016
Isles Burn Culvert Newmilns - scour repairs and replacement of flat arch with RC slab	Second section - design to commence
A735 Brackenburn Bridge Replacement	Topo survey completed, preliminary design commenced
Investigation works - ground investigation various sites	Design work to be programmed
Investigation works - Pre-specification paint surveys various sites	Design commenced
Upgrade works identified from Inspections	
B7036/10/C05 Stevenson Culvert - invert repairs	Design commenced
B705 Cowan Place Culvert, Catrine - masonry and scour repairs	Design work to be programmed
B705 Shellies Bridge, Catrine - Scour repairs	Site inspection undertaken and preliminary design commenced
Causeway Road Retaining Wall, Darvel	Works completed end June 2016
B705 Mill Lead Culvert - Infilling	No progress. RMU to surface depression to eliminate depression pending investigation and scheme development
C23 Peesweep Brae Footway Retaining Wall, Lugar	Works completed and road re-opened April 2015
B7037 Burnhouse Bridge - scour repairs	Design almost complete and SEPA licence awaited
Patna New Bridge - Expansion joint replacement	Design started following RMU resurfacing of deck

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ARA Design Section - Capital Projects East Project - Bridge Strengthening	Status at 23/5/16
A71 Priestland Bridge retaining wall repairs	Design work to be programmed
U6 Mill Bridge repairs	Design work to be programmed
Parapet Upgrades	
C125 Spout Lynn Bridge - masonry refurbishment inc parapet	Design work to be programmed
A735 Victoria Bridge, Kilm - steel parapet replacement	Topographical survey completed, Design ongoing, land issues to be concluded
Vehicle Incursion	
C23 Rigg Road Rail Bridge - safety fence	Design work to be programmed
Other Schemes	
Multi-storey Car Park - Principal Inspection	Capita consultant appointed on 18/2/16. Draft report commented on by ARA
Road Schemes	
A70 Glenbuck Realignment - Phase 1 PU Diversions	C4s for Scottish Water, Scottish Power & BT accepted. Scottish Water commenced on site 8/8/16 with Scottish Power to follow
A70 Glenbuck Realignment - Phase 2 Road realignment	Design almost complete, land acquisition with Legal to conclude, tender preparation ongoing
A71 Gowanbank slip	Raynesway Construction Ltd appointed as earthworks contractor. Works commenced on site 15/2/16. Due for completion end of September 2016
A71 Moorfield Roundabout upgrade	Aecom design complete. Works by RMU/Finco to commenced 25th July 2016

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East Ayrshire Street Lighting Programmes 2016/2017

Town	Location	Proposed Start	Proposed Completion	Estimate
Darvel	Mairs Road, Countess Street, East Edith Street, Burnbank Street and MacLauchlan Court	15.08.16	26.09.16	£57,780
Drongan	Coronation Road and Trabboch Avenue, Mainsford Avenue.	08.08.16	19.09.16	£36,440
Mauchline	Clarinda Crescent, South Park Avenue, Nether Walk and East Park Ave	01.07.16	10.08.16	£37,000
Kilmarnock	Haining Avenue Cul de sacs	22.08.16	30.09.16	£35,200
Muirkirk	Hareshaw Crescent, Meanlour Drive and Shawknowe Avenue.	08.08.16	19.08.16	£43,900

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

**AYRSHIRE ROADS ALLIANCE
REVENUE FINANCIAL MONITORING REPORT**

**Report by Depute Chief Executive & Chief Financial Officer
Economy and Skills**

PURPOSE OF REPORT

1   The purpose of this Report is to update the Joint Committee on the revenue budget monitoring position for the year to 24th July 2016, for the Ayrshire Roads Alliance.

REVIEW OF FUNDING MECHANISM

2   The Joint Committee approved a Report on 23 May 2014 describing the budget monitoring arrangements for the Ayrshire Roads Alliance.

3   As part of the Detailed Business Case the service budget is split between strategic service delivery and local service delivery. This separates out the core/recurring costs of service delivery from the local service costs at a single Council level. This ensures that decisions on the level of local spend remain with local Members, and ensures that the local Members retain control of their local roads budgets. Appendix 1 provides a breakdown of this split.

4   At its meeting of 19th February 2016, Committee agreed a change to how Strategic Service Delivery would be allocated between the two Councils. A smaller group of core Strategic Delivery staff have been identified and their costs continue to be split equally. The remaining Strategic Delivery costs would be apportioned in line with Local Delivery budget inputs plus actual capital expenditure in-year.

BUDGET MONITORING POSITION

5   The overall outturn for 2016-17 is anticipated to be £0.124m less than budget.

6   Strategic Delivery estimated out-turn is £0.183m greater than budget.

Strategic Service Delivery	Combined (£m)
Initial Budget	4.068
Probable Outturn	4.251
Probable Variance	0.183

7   East Ayrshire Local Delivery out-turn is £0.139m less than budget and South Ayrshire Local Delivery £0.168m less than budget.

8   Summary information is provided in the table below. A full budget monitoring statement, including reasons for major variances is attached at Appendix 2.

Service Division	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable) / Adverse £m
STRATEGIC DELIVERY	4.068	4.251	0.183
LOCAL DELIVERY - EAST AYRSHIRE	4.754	4.615	(0.139)
LOCAL DELIVERY - SOUTH AYRSHIRE	5.183	5.015	(0.168)
TOTAL	14.005	13.881	(0.124)

9   The position for each Council, based on the revised funding mechanism is shown below:

	EAC (£m)	SAC (£m)	TOTAL (£m)
Strategic Delivery	0.246	(0.063)	0.183
Local Delivery	(0.139)	(0.168)	(0.307)
2016-17 Variance	0.107	(0.231)	(0.124)

CAR PARKING INCOME

10   The position for East Ayrshire Council at Period 4 is illustrated in the table below. Period 4 reporting for East Ayrshire Council is currently showing Parking Charges at a £119,933 surplus against budget which is attributed to additional income following a V.A.T. correction from previous years.

11   It should be noted that Period 4 reporting for: Car Park Season Tickets, Business Parking Permits, 'RingGo' Parking, Penalty Charge Notices, and 'RingGo Parking Fees are all currently aligned with budget, at this time.

Actual Income to P4 £m	Actual Income as % of Annual Estimate	Service Division	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable)/ Adverse £m
(£ 0.405)	46%	Parking Charges	(£ 0.880)	(£0.9999)	(£0.1199)
(£ 0.008)	37%	Car Park Season Tickets	(£ 0.0220)	(£0.0220)	£0
(£ 0.006)	47%	Business Parking Permits	(£ 0.0130)	(£0.0130)	£0
(£ 0.004)	∞	RingGo Parking	£0	£0	£0
(£ 0.070)	34%	Parking Charges Other (PCN's)	(£ 0.2050)	(£0.2050)	£0
(£ 0.001)	∞	RingGo Parking Fees	£0	£0	£0
(£ 0.493)		TOTAL	(£ 1.120)	(£ 1.2399)	(£ .1199)

12   The position for South Ayrshire Council at Period 4 is illustrated in the table below. Period 4 reporting for South Ayrshire Council is currently showing Parking Charges at a £143,162 surplus against budget which can also be attributed to additional income following a V.A.T. correction from previous years.

13   It should be noted that Period 4 reporting for: Car Park Season Tickets, Business Parking Permits, and Penalty Charge Notices are all currently aligned with budget, at this time.

Actual Income to P4 £m	Actual Income as % of Annual Estimate	Service Division	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable)/ Adverse £m
(£ 0.3132)	56.9%	Parking Charges(P&D)	(£0.550)	(£0.6932)	(£0.1432)
(£ 0.0031)	26.2%	Car Park Season Tickets	(£0.0117)	(£0.0117)	£0
£0	23.2%	Business Parking Permits	(£0.010)	(£0.010)	£0
£0	10.2%	Parking Charges Other (PCNs)	£0	£0	£0
(£.3140)		TOTAL	(£.5717)	(£.7149)	(£.1432)

FINANCIAL IMPLICATIONS

14   The available revenue budget for the Ayrshire Roads Alliance for 2016-17 is £14.005m. The budget will continue to be monitored and reported to the Joint Committee.

LEGAL IMPLICATIONS

15   The work of the Ayrshire Roads Alliance is undertaken in accordance with relevant legislation.

HUMAN RESOURCES IMPLICATIONS

16   The establishment of the Ayrshire Roads Alliance is dependent on the available budget.   Available budget and human resource requirements will be reviewed as part of budget monitoring.

COMMUNITY/COUNCIL PLAN IMPLICATIONS

17   The work undertaken by the Ayrshire Roads Alliance aligns with the Community Plan for East Ayrshire Council; and the Council Plan for South Ayrshire Council.

RISK MANAGEMENT IMPLICATIONS

18   Appropriate financial monitoring arrangements are in place to mitigate risk. This is included in the Ayrshire Roads Alliance Risk Register.   Regular meetings are held between relevant finance staff and the Ayrshire Roads Alliance.

RECOMMENDATIONS

19   It is recommended that the Joint Committee

(i)   Note the financial management position of the Ayrshire Roads Alliance.
(ii)   Requests a further financial update at the next meeting of the Joint Committee.
(iii) Otherwise, notes the content of this Report.

LIST OF APPENDICES

Appendix One - Split between Strategic and Local Service Delivery
Appendix Two - Financial Monitoring Report

BACKGROUND PAPERS

None

For further information on this report, please contact Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164

Implementation Officer: Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164

Appendix One - Split between Strategic and Local Service Delivery

Strategic Service Delivery	Local Service Delivery
Transportation, Development Control and Road Safety Local Transport Strategy; Transportation Policy; Road Safety Plan; Travel Planning, Cycling Strategy; Planning Applications; Road Construction Consents; Development Planning, Council/Partner Liaison, Section 75 Agreements; Road Safety Schemes; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education.	**Transportation, Development Control and Road Safety** Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Construction of Road Safety Schemes.
Asset, Traffic and Parking Asset Management Plan; Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Scottish Roadworks Register; Issue of Permits; Performance Monitoring; Accident Investigation and Prevention; Traffic Orders; Traffic Counts; and Parking Strategy.	**Asset, Traffic and Parking** Maintenance of Traffic signals, traffic signs, Car Park Maintenance and Parking Enforcement.
Design and Environment Flood Risk Management Strategy; Flood Risk Management Plans; Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major and Minor Road Schemes and Improvements.	**Design and Environment** Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours.
Operations Carriageway Inspections; Winter Service Planning; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design and Management; and Festive Lighting.	**Operations** Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights.
Support Services HR, Finance, ICT, and Administrative Support.	

APPENDIX 2
AYRSHIRE SHARED SERVICES JOINT COMMITTEE
10 NOVEMBER 2016
2016/17 GENERAL SERVICES REVENUE BUDGET
AS AT 24 JULY 2016 – PERIOD 4
AYRSHIRE ROADS ALLIANCE
FINANCIAL PERFORMANCE SUMMARY

SERVICE SUMMARY - OVERVIEW POSITION

It is anticipated that Ayrshire Roads Alliance will outturn £0.124m less than budget.

Actual Expenditure to P4 £m	Actual Expenditure as % of Ann. Est. £m	Service Division	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable) / Adverse £m
1.254	30.8%	STRATEGIC DELIVERY	4.068	4.251	0.183
1.099	23.1%	LOCAL DELIVERY - EAST AYRSHIRE	4.754	4.615	(0.139)
1.408	27.2%	LOCAL DELIVERY - SOUTH AYRSHIRE	5.183	5.015	(0.168)
3.761	26.9%	TOTAL	14.005	13.881	(0.124)

STRATEGIC DELIVERY
This variance mainly relates to lower than anticipated staff turnover (£0.120m) and a delay in achieving savings relating to a management restructure (£0.118m), along with additional computing costs (£0.016m). This is partly offset by inspection fee income (£0.073m).

LOCAL DELIVERY – EAST AYRSHIRE
This variance mainly reflects reduced staffing costs (£0.145m) particularly due to vacancies and staff turnover along with additional income (£0.148m) particularly in relation to parking. This is partly offset by Salix / CEEF loan repayments in respect of LED Street Lighting.

LOCAL DELIVERY – SOUTH AYRSHIRE
This variance mainly reflects reduced staffing costs (£0.173m) particularly due to vacancies and staff turnover along with additional income (£0.101m) particularly in relation to parking. This is partly offset by additional debt charges in respect of Salix / CEEF loan repayments and purchased vehicles (£0.025m) and additional sub-contractor costs within Roads Maintenance (£0.071m).

AYRSHIRE SHARED SERVICES JOINT COMMITTEE
10 NOVEMBER 2016
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AYRSHIRE ROADS ALLIANCE
FINANCIAL PERFORMANCE SUMMARY

STRATEGIC DELIVERY

Actual Expenditure to P4 £m	Actual Expenditure as % of Ann. Est. £m	Service Division	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable) / Adverse £m
1.000	29.2%	EMPLOYEE COSTS	3.428	3.654	0.226
0.026	70.3%	PREMISES COSTS	0.037	0.037	0.000
0.010	19.2%	TRANSPORT COSTS	0.052	0.053	0.001
0.331	40.0%	SUPPLIES & SERVICES	0.827	0.856	0.029
0.000	0.0%	THIRD PARTY PAYMENTS	0.000	0.000	0.000
0.000	0.0%	DEBT CHARGES	0.000	0.000	0.000
1.367	31.5%	TOTAL EXPENDITURE	4.344	4.600	0.256
-0.113	40.9%	INCOME	-0.276	-0.349	(0.073)
1.254	30.8%	NET EXPENDITURE	4.068	4.251	0.183

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SIGNIFICANT VARIANCES – ANALYSIS & COMMENTS

Projected Variance at 31 March 2017 (£m)	Strategic Delivery
0.226	**Employee Costs** This variance mainly relates to lower than anticipated staff turnover (£0.120m) and a delay in achieving savings relating to a management restructure (£0.118m). This is partly offset by an anticipated saving on overtime (£0.013m)
0.029	**Supplies & Services** This variance mainly relates to additional computing (£0.016m) and subscription (0.007m) costs. The additional computing costs relate to WDM and Roadnet systems.
(0.073)	**Income** This variance mainly relates to additional inspection fee income particularly in relation to a development at Townend Brae, Symington
0.001	**Other Variances** This variance relates to other non-material variances within Strategic Delivery
0.183	Total reported variance

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FINANCIAL PERFORMANCE SUMMARY

LOCAL DELIVERY – EAST AYRSHIRE

Actual Expenditure to P4 £m	Actual Expenditure as % of Ann. Est. £m	Detail	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable) / Adverse £m
0.705	24.9%	EMPLOYEE COSTS	2.835	2.690	(0.145)
0.302	86.5%	PREMISES COSTS	0.349	0.356	0.007
0.122	19.3%	TRANSPORT COSTS	0.633	0.634	0.001
0.536	24.2%	SUPPLIES & SERVICES	2.216	2.379	0.163
0.206	17.5%	THIRD PARTY PAYMENTS	1.179	1.179	0.000
0.241	83.1%	DEBT CHARGES	0.290	0.427	0.137
2.112	28.2%	TOTAL EXPENDITURE	7.502	7.665	0.163
(1.013)	36.9%	INCOME	(2.748)	(3.050)	(0.302)
1.099	23.1%	NET EXPENDITURE	4.754	4.615	(0.139)

AYRSHIRE SHARED SERVICES JOINT COMMITTEE
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SIGNIFICANT VARIANCES – ANALYSIS & COMMENTS

Projected Variance at 31 March 2017 (£m)	Local Delivery - East Ayrshire
(0.145)	**Employee Costs** This variance mainly reflects staff turnover (£0.124m), along with reduced special payments (£0.021m), standby (£0.008m) and overtime (£0.006m). This is partly offset by additional training (£0.019m)
0.163	**Supplies and Services** This variance mainly reflects SALIX/CEEF lighting materials (£0.154m) funded from interest free loans - see income
0.137	**Debt Charges** This variance mainly reflects the repayment of SALIX/CEEF loans.
(0.302)	**Income** This variance reflects SALIX funding for lighting materials (£0.154m), additional Parking income (£0.120m) due to a backdated VAT adjustment, a one-off over-recovery of Bus Shelter advertising income due to timing issues (£0.017m) and external Street Lighting income relating to M77 maintenance works (£0.010m).
0.008	**Other Variances** This represents other non-material variances within Local Delivery – East Ayrshire
(0.139)	Total reported variance

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LOCAL DELIVERY – SOUTH AYRSHIRE

Actual Expenditure to P4 £m	Actual Expenditure as % of Ann. Est. £m	Detail	Annual Estimate 2016/17 £m	Actual to 31/3/17 £m	Variance (Favourable) / Adverse £m
0.401	22.9%	EMPLOYEE COSTS	1.748	1.575	(0.173)
0.051	28.0%	PREMISES COSTS	0.182	0.182	0.000
0.217	21.3%	TRANSPORT COSTS	1.017	1.018	0.001
0.722	30.5%	SUPPLIES & SERVICES	2.369	2.378	0.009
0.408	29.2%	THIRD PARTY PAYMENTS	1.397	1.468	0.071
0.046	158.6%	DEBT CHARGES	0.029	0.054	0.025
1.845	27.4%	TOTAL EXPENDITURE	6.742	6.675	(0.067)
-0.437	28.0%	INCOME	-1.559	-1.660	(0.101)
1.408	27.2%	NET EXPENDITURE	5.183	5.015	(0.168)

APPENDIX 2
AYRSHIRE SHARED SERVICES JOINT COMMITTEE
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AYRSHIRE ROADS ALLIANCE
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTS

Projected Variance at 31 March 2017 (£m)	Local Delivery - South Ayrshire
(0.173)	**Employee Costs** This variance reflects staff turnover and vacancies, particularly within Roads Maintenance and Parking.
0.071	**Third Party Payments** This variance reflects additional sub-contractor costs within Roads Maintenance due to a number of vacancies (see Employee costs above).
0.025	**Debt Charges** This variance reflects departmental debt charges in respect of purchased vehicles within Street Lighting and the repayment of SALIX/CEEF loans
(0.101)	**Income** This variance reflects additional Parking income (£0.143m) due to a backdated VAT adjustment, a one-off over-recovery of Bus Shelter advertising income due to timing issues (£0.013m) and Salix funding for LED lighting (£0.010m). This is partly offset by an anticipated shortfall in Roads Maintenance income (£0.075m).
0.010	**Other Variances** This represents other non-material variances within Local Delivery – South Ayrshire
(0.168)	Total reported variance

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE
RISK REPORT AND REGISTER

Report by the Head of Roads – Ayrshire Roads Alliance

PURPOSE OF REPORT

1. The purpose of this Report is to advise the Joint Committee on the management of risk associated with the Ayrshire Roads Alliance.

BACKGROUND

2. A report detailing the general approach to the Risk Report and Risk Register was presented to the Joint Committee on 21 August 2014, where it was agreed that the Risk Report and Risk Register would be a standing item on the agenda. This would ensure that the risks are monitored and scrutinised at a minimum of a quarterly basis.

PROPOSAL

3. The management of risk aims to enable confident decision taking on risk and innovation, reduce waste and inefficiency, and lead to fewer unanticipated problems and crises that could undermine the performance and operation of the Ayrshire Roads Alliance.

4. The Ayrshire Roads Alliance Management Team has reviewed the risks presented at the Joint Committee meeting of 17 June 2016. The resulting revised risk register is contained in Appendix 2. While the overall risks ratings are unaltered from the Joint Committee paper of 17 June 2016, the following low level risks have again been omitted from Appendix 2 of this report: 8, 9, 20, 26, 35, 36, and 37. In addition, risk 41 and 42 regarding market volatility have been added to the risk register.

5. The revised risk register illustrates the red, amber and green status using a new key, and also illustrates whether the risk severity relates to time, indicated by [T] or cost, indicated by [C].

COMMUNITY PLANNING/POLICY IMPLICATIONS

6. The Risk Register will assist in the prioritisation of risks that need to be mitigated by the Ayrshire Roads Alliance in order to reduce the overall risk to either Council and to comply with the Community Plan/Council Plan in both partner bodies.

LEGAL IMPLICATIONS

7. The Risk Register is a management tool and this will not replace the existing statutory returns for risk and performance related information.

HUMAN RESOURCE IMPLICATIONS

8. The Risk Register has no direct impact on human resources.

EQUALITY IMPACT ASSESSMENT

9. The Risk Register will complement the Equality Impact Assessment by ensuring that any issues arising are adequately prioritised, managed and either eliminated or mitigated.

FINANCIAL/RISK IMPLICATIONS

10. The Risk Register will facilitate the existing scrutiny arrangements to manage, prioritise, and review the budget provided by East Ayrshire Council and South Ayrshire Council to the Ayrshire Roads Alliance.

11. The Risk Register will assist in the prioritisation of risks that need to be mitigated by the Ayrshire Roads Alliance in order to reduce the overall risk to either Council and to comply with the Community Plan/Council Plan in both partner bodies.

RECOMMENDATION

12. It is recommended that the Joint Committee:
    i   Notes the revised risk register presented in this report;
    ii   Continues to receive updates on progress; and
    iii Otherwise, notes the content of the report.

Stewart Turner
Head of Roads - Ayrshire Roads Alliance
10 November 2016

LIST OF APPENDICES
1. Risk Register Scoring Matrix
2. Ayrshire Roads Alliance Risk Register

BACKGROUND PAPERS

None

For further information on this report, please contact
Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164,
or at stewart.turner@ayrshireroadsalliance.org

Appendix 1: Risk Register Scoring Matrix

The Risk Matrix for deciding each of the risk factors (Likelihood x Severity) in a 5 by 5 matrix are illustrated in Table 1 below:

Table 1: Risk Factors in Practical Form

		Risk Likelihood				
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Risk Severity	**Catastrophic (5)**	❗ 5	❗ 10	❌ 15	❌ 20	❌ 25
	Very Serious (4)	✔️ 4	❗ 8	❗ 12	❌ 16	❌ 20
	Moderate (3)	✔️ 3	❗ 6	❗ 9	❗ 12	❌ 15
	Minor (2)	✔️ 2	✔️ 4	❗ 6	❗ 8	❗ 10
	Insignificant (1)	✔️ 1	✔️ 2	✔️ 3	✔️ 4	❗ 5

Following on from Table 1, the following Summary Risk Profile is colour coded to highlight the risk classification:

Table 2: Summary Risk Profile

Assessed Risk (LxS)	Action Required
Low Risk: 1 to 4	Acceptable/ can be accepted provided risk is managed.
Medium Risk: 5 to 12	Undesirable/ must be avoided if reasonably practicable.
High Risk: 15 to 25	Unacceptable risk - must be eliminated or moved to a lower level.

Appendix 2: Ayrshire Roads Alliance Risk Register

Appendix 2: Ayrshire Roads Alliance Risk Register

	KEY:
RED	✗
AMBER	⚠
GREEN	✔

Probability (Likelihood)			
Value	Scale	Typical Range	
		Min	Max
1	Rare	0%	25%
2	Unlikely	26%	45%
3	Possible	46%	65%
4	Likely	66%	85%
5	Almost Certain	86%	100%

Severity (Liability, Impact)					
Value	Scale	Cost (£)		Time	
		Min	Max	Min	Max
1	Insignificant	£0	£100,000	0	1 week
2	Minor	£100,001	£500,000	1 week	2 weeks
3	Moderate	£500,001	£500,000	2 weeks	1 month
4	Very Serious	£500,001	£1,000,000	1 month	6 months
5	Catastrophic	£1,000,001		6 months	

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
1	Street Lighting & Traffic signals	Extended loss of Public electricity supply creating issues with street lighting and traffic signals.	2	5 [T]	⚠ 10 AMBER	≤ 3 yrs	Risk mitigation	Some temporary traffic signals may be provided at key locations determined by the Traffic Management section should these issues arise. Temporary traffic signals deployed by RMU. Contingency measures detailed in Business Continuity Plans.	2	3 [T]	⚠ 6 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	We consider that the overall risk is medium due to the mitigation measures that could be put in place.
2	Fuel Shortage	Loss or restriction of fuel due to relief events [Relief Event: Any event that has an effect on the cost of performing the Services, or the date of their completion, including the occurrence of risks both foreseen and unforeseen e.g. industrial action.]	2	5 [T]	⚠ 10 AMBER	≤ 3 yrs	Risk mitigation	Mitigation measures would be put in place to prioritise front line services as detailed in the specific Business Continuity Plans for office, depot, and harbour, as applicable.	2	4 [T]	⚠ 8 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Continuation of public support will be dependant on outcomes, though expect some mixed reaction.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
3	Failure to align with Budget requirements	Level of investment required in road repairs and resurfacing and resulting cost of treatment higher than anticipated. Reduced budgets could lead to the deterioration in the roads network, an increase in accidents, and insurance costs.	3	5 [C]	❌15 RED	≤ 3 yrs	Risk mitigation	Introduction of a uniform claims handling system aligned with the uniform Roads Inspection and Maintenance policy implemented on 1st April 2015. Appropriate financial and performance monitoring arrangements are in place to mitigate the risk. Regular meetings with and within partner Councils to advise on further resource and funding requirements.	3	3 [C]	⚠ 9	AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Adequate control measures are in place, specifically, monthly meetings held with budget holders to review revenue budget and take appropriate corrective actions to bring budgets within tolerance limits. Monthly meeting with service managers to review capital budgets and programmes.
4	Transfer to Shared Services – Ayrshire Roads Alliance	Any failure in Service Provision would adversely affect the resilience of the Roads services.	3	3 [T]	⚠ 9 AMBER	≤ 3 yrs	Risk mitigation	Extensive negotiations have taken place to ensure that the proposed joint service meets stakeholders' needs.	3	3 [T]	⚠ 9	AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Whilst risk mitigation measures have been identified, the "Current Status" column showing as "No change". Without this new service, the ability to provide a full range of services may be compromised.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
5	Adverse Weather	Winter, flooding, high winds and impact on road conditions. Risk of adverse impact on overall reduction of network and infrastructure, with potential for additional maintenance and repairs costs.	5	5 [C]	✖25 RED	≤ 3 yrs	Risk mitigation	Robust and tested measures exist for the most likely weather events. Ensure sufficient contingency within Road Maintenance Unit for ancillary safety inspections and repairs. Identify potentially areas prone to flooding and make provision for stockpiles of sandbags as flood barrier for distribution or collection by home-owners/occupiers, subject to available resources & sufficient advanced warning from the weather forecasters.	3	5 [C]	✖ 15 RED	Head of Roads - Ayrshire Roads Alliance	24.2.16	It is not possible to forecast where these conditions will occur, and thereby we are unable to reduce the likelihood of such events occurring. We will however use our best endeavours to minimise the impact of these events e.g. through enabling increased community resilience.
6	Adverse Weather	Reduction and/or loss of salt stock materials for Winter Service operations.	5	5 [T]	✖25 RED	≤ 3 yrs	Risk mitigation	There is adequate salt stock resilience and conservation control measures. Transport Scotland has strategic salt stock piles.	1	5 [T]	❗ 5 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	The Service has a framework salt supplier with a 14 day call down delivery. There is a joint agreement with other councils to share available salt stocks. The existing weather service provides long term forecast indicating extreme and prolonged weather conditions.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
7	Adverse Weather	Lack of trained and competent personnel including operatives and drivers to provide full complement required to fulfil all gritting routes due to lack of volunteers for existing staff, flu pandemic, mass resignation, strike action and breach of Working Time Directive and Driver Hours Legislation.	4	5 [T]	✖20 RED	≤ 3 yrs	Risk mitigation	Procedures are in place to manage a short/ medium disruption of Driver / Operative Personnel including banking workers and overtime working as required. Over long term there would be recruitment/procurement of the necessary experience to fill the gaps.	2	4 [T]	❗8 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Rolling Programme established to ensure ongoing Health and Safety training. Appropriate and applicable checks will be conducted on all new drivers to ensure that all reasonable precautions are taken to safeguard the 'O' license, insurance payments and reputation.
10	Failure to provide an adequate Roads Inspection System	Failure to provide an adequate Roads Inspection System in accordance and in compliance with: 1. Service Inspection manual Defect Repair Categories; 2. Code of Practice - Well Maintained Highways; 3. Code of Practice - Management of Highway Structures	2	5 [C}	❗10 AMBER	≤ 3 yrs	Risk retention	There are procedures in place to manage this process: 1. Short term by prioritising and reducing other works activities and realigning budgets. ; 2. Medium/long term there would be a request for additional budgets.; 3. Operatives can be assigned from other duties and overtime working approved.	2	4 [C]	❗8 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Following implementation of the joint inspection manual on 1 April 2015, the Ayrshire Roads Alliance are now in a position to: a. Inspect the entire road network within East Ayrshire and South Ayrshire, with performance in relation to the percentage of Safety Inspections carried out within timescale being reported to the Joint Committee under the Performance Scorecard standing item on the agenda. b. Categorise defects in accordance with the ranking scheme of one to four detailed in the roads inspection manual. c. Issue repair lines for defects on carriageways and footways with target response times determined by the category of defect, as identified in the joint roads inspection manual. d. Complete the vast majority of Category 1 defects within the target response time of two hours .

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
11	Personnel shortage	Loss of trained and competent professional staff, through retirement.	3	3 [T]	❗ 9 AMBER	≤ 3 yrs	Risk prevention	Procedures are in place to manage short term issues by prioritising and reducing other works activities and realigning budgets.	3	3 [T]	❗ 9 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Whilst risk mitigation measures have been identified, the "Current Status" column showing as "No change". Failure to inspect through availability of resource will continue to explore the Ayrshire Roads Alliance to the possibility of uninsured losses through non repudiation of claims. This is a legacy position that will only reduce over time through the proposed management actions.
12	Business Continuity/ Emergency Planning	Incident affecting one or more of the Ayrshire Roads Alliance service functions (including ICT Failure)	2	5 [T]	❗ 10 AMBER	≤ 3 yrs	Risk retention	Development of business continuity plans for: Roads Maintenance (including the Winter Gritting Programme); Lighting Maintenance Unit; Network; Design ; and Traffic & Road Safety facilities within East Ayrshire and South Ayrshire.	2	5 [T]	❗ 10 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	We consider the overall risk to be high due to the unknown nature of such an incident and because of the potential reputational damage and adverse effect on service delivery, including discharge of statutory responsibilities.
13	Benefits Realisation	Ayrshire Roads Alliance does not deliver the expected benefits outlined in Detailed Business Case of June 2013.	2	5 [C]	❗ 10 AMBER	4 to 10 yrs	Risk mitigation	The Programme Manager has developed a Benefits Realisation Plan to track the delivery of each benefit and take corrective action where appropriate.	2	3 [C]	❗ 6 AMBER	Senior Management Team	24.2.16	We consider the overall risk to be medium due to the various reviews outlined in the Benefits Realisation Strategy and Plan now progressing towards firm proposals and recommendations.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
14	Performance	Performance metrics are missed.	2	5 [C]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	The Programme Manager has developed a Performance Scorecard which has been communicated to all staff and stakeholder and is used to monitor performance and take appropriate corrective action.	2	5 [C]	⚠ 10	AMBER	Senior Management Team	24.2.16	Performance metrics continue to be reviewed and developed with the 2016/17 metrics presented to and approved by Joint Committee on 11 December 2015.
15	Transfer to Shared Services – Ayrshire Roads Alliance	Ayrshire Roads Alliance cannot get partners to agree and follow standardized processes.	2	5 [T]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	The Programme Manager has developed standardised operational processes and procedures to ensure efficient and effective processes.	2	5 [T]	⚠ 10	AMBER	Programme Manager	16.5.2016	Managed Risk.
16	Procurement	Insufficient due diligence carried out by the Ayrshire Roads Alliance in the procurement of goods and services.	2	5 [C]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	The Programme Manager has developed standardised operational processes and procedures to ensure efficient and effective processes and verification measures are in place.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
17	Programme Management	Programme scope, schedule, objectives, cost, and deliverables are not clearly defined or understood	3	5 [C]	❌15	RED	≤ 3 yrs	Risk prevention	Clear definition of scope, schedule, objectives, cost, and deliverables through initial Service Improvement Plan, Benefits Realisation Strategy & Plan, and Customer Service Strategy.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
18	Programme Management	Estimating and/or scheduling errors	3	5 [C]	✖15	RED	≤ 3 yrs	Risk prevention	Developed a robust Programme Plan which illustrates key activities, team, timing, milestones, and delivery of products.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
19	Programme Management	Unplanned work that must be accommodated	1	5 [C]	⚠ 5	AMBER	≤ 3 yrs	Risk retention	Incorporate unplanned work within Programme Plan and minimise impact on delivery of products through parallel processes when feasible.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	
21	Programme Management	Underestimated support resources or overly optimistic delivery schedule	3	5 [C]	✖15	RED	≤ 3 yrs	Risk mitigation	Support resources and delivery schedule developed from robust Programme plan and previous experience of similar Programmes.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
22	Programme Management	Unresolved Programme conflicts not escalated in a timely manner	3	5 [T]	✖15	RED	≤ 3 yrs	Risk mitigation	Programme conflicts recorded in Issues Log and progressed in accordance with reporting arrangements for project team.	2	5 [T]	⚠ 10	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
23	Programme Management	Unanticipated escalation in Programme costs as a result of uncontrolled changes or continuous inflation of a project's scope beyond initial remit.	2	5 [C]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	Escalation of Programme costs addressed through appropriate and applicable corrective actions and control measures.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
24	Programme Management	Unanticipated delays in Programme timescale as a result of uncontrolled changes or continuous inflation of a project's scope beyond initial remit.	2	5 [T]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	Delay of Programme timescale addressed through appropriate and applicable corrective actions and control measures.	1	5 [T]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
25	Programme Management	Delay in earlier Programme phases jeopardizes ability to meet programmed delivery commitment	2	5 [T]	⚠ 10	AMBER	≤ 3 yrs	Risk mitigation	Incorporate delays within updated Programme Plan andminimise impact on delivery of products through parallel processes when feasible.	1	5 [T]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
27	Programme Management	Unforeseen agreements required to proceed with or conclude Programme	2	5 [C]	⚠ 10	AMBER	≤ 3 yrs	Risk retention	Engage all appropriate and applicable requirements to ensure that amicable arrangements are put in place.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
28	Programme Management	Priorities change on existing service delivery	2	5 [C]	⚠ 10	AMBER	≤ 3 yrs	Risk mitigation	Ensure that changes on existing service delivery are communicated in accordance with the existing Service Level Agreement, namely that all parties agree and will abide by the philosophy of operating as a whole under the principle of what is best for the Council Tax payer, not necessarily the individual authority.	1	5 [C]	⚠ 5	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
29	Programme Management	Inconsistent cost, time, scope, and quality objectives resulting in time delays and further costs	2	5 [C]	10	AMBER	≤ 3 yrs	Risk prevention	Ensure that cost, time, and scope estimates along with quality objectives are evidence based on experience from previous comparable Programmes.	2	4 [C]	8	AMBER	Programme Manager	16.5.2016	Managed risk, hence reducing.
30	Programme Management	Affordability of future service payments	2	5 [C]	10	AMBER	≤ 3 yrs	Risk prevention	Ensure that EAC & SAC are fully aware of the budgetary implications required to meet the on-going cost of service provision, as detailed in the DBC, and have fully committed sufficient financial resources following Business Case sign-off.	2	5 [C]	10	AMBER	East Ayrshire Council & South Ayrshire Council	16.5.2016	Continue to present revenue financial monitoring report to Joint Committee. Four weekly meetings are held to discuss revenue and capital position of the Ayrshire Roads Alliance.
31	Programme Management	Councils withdraw or cannot provide sufficient support, or agreed level of input is not provided resulting in Programme delays.	2	5 [T]	10	AMBER	≤ 3 yrs	Risk prevention	Formal line management in Programme Team, early identification of problems, and dialogue with seconding Council.	1	5 [T]	5	AMBER	East Ayrshire Council & South Ayrshire Council	16.5.2016	Managed risk, hence reducing.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
32	Council's Operators Licence ('O' Licence)	Loss off/restrictions on Council's 'O' Licence.	3	5 [C]	✖15 RED	≤ 3 yrs	Risk mitigation	We consider that there are the correct management control systems in place, and these are robust and appropriate. Paperwork issued to Road Traffic Commissioner for transfer of 'O' Licence to EAC.	2	4 [C]	⚠ 8	AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Managed risk, hence reducing. Transfer of 'O' licence now received from Road Traffic Commissioner.
33	Health & Safety / Risk & Insurance	Insufficient investment, resources and on-going maintenance to resolve issues identified in Health & Safety surveys of depots and harbour conducted in April and May 2014, which Ayrshire Roads Alliance operate from and manage. Risk of enforcement action and penalties should HSE become involved.	4	5 [C]	✖20 RED	≤ 3 yrs	Risk prevention	Issues identified in Health & Safety surveys have been recorded on Issues Log along with corrective actions to rectify/ bring up to the required standard. Works have been undertaken, or planned at Girvan Roads Depot, Meadowhead Roads Depot in Coylton, and at Girvan Harbour. A further review of this risk will be undertaken on completion of the works.	3	4 [C]	⚠ 12	AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	South Ayrshire Council continue to have ownership for and maintenance of depots and harbours within their geographical area. Responsibility of funding the various mitigation actions identified in the Issues Log sits solely within the control of SAC. East Ayrshire Council has ownership and maintenance responsibility for their depots. It should be noted that there is a new Harbour Master's Office at Girvan.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK	PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
34	Development Control - Road Bonds	Inadequate coupon values of Road Bonds expose the Roads Authority to a potential shortfall if the road works have to be completed by them in the event that a developer defaults.	3	5 [C]	✖15 RED	≤ 3 yrs	Risk prevention	The coupon value of Road Bonds that are more than three years old will be reviewed to determine their adequacy. Where a shortfall is identified the developer will be advised to increase the value of the Road Bond held when an application is made for an extension to the Road Construction Consent (RCC), which is normally valid for three years.	2	5 [C]	❗10 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	If the road authority is required to complete a development road then only the cost up to the value of the Road Bond can be recovered from the provider. Any shortfall has to be met by the roads authority.
38	Flooding	Potential loss of all Grant Aided Expenditure funding for flooding mitigation schemes administered by SEPA.	2	5 [C]	❗10 AMBER	≤ 3 yrs	Risk mitigation	Seek Capital funding from Council(s) for priority flooding mitigation schemes declared in Flood Risk Management Plan.	2	4[C]	❗8 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	The Councils have a legal duty under the Flood Risk Management (Scotland) Act 2009 to implement flooding mitigation schemes declared in the Flood Risk Management Plan.
39	Flooding	Receipt of less Grant Aided Expenditure funding than anticipated for flooding mitigation schemes administered by SEPA.	4	5 [C]	✖20 RED	≤ 3 yrs	Risk mitigation	Seek Capital funding from Council(s) to bridge funding gap for flooding mitigation schemes declared in Flood Risk Management Plan.	4	3[C]	❗12 AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	The Councils have a legal duty under the Flood Risk Management (Scotland) Act 2009 to implement flooding mitigation schemes declared in the Flood Risk Management Plan.

RISK ID	RISK CATEGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK	RISK OWNER	DATE OF LAST UPDATE	ADDITIONAL COMMENTS
40	Flooding	Potential lack of sufficient funding for flooding mitigation schemes if cost of schemes exceeds Grant Aided Expenditure (GAE) due to Relief Events or Force Majeure.	3	3[C]	9	AMBER	≤ 3 yrs	Risk mitigation	Seek Capital funding from Council(s) to bridge funding gap for flooding mitigation schemes declared in Flood Risk Management Plan.	3	2	6	AMBER	Head of Roads - Ayrshire Roads Alliance	24.2.16	Only 80% of principal funded for flooding mitigation scheme, e.g. if scheme cost £100k, only £80k funded by grant. However increased costs due to relief events or force majeure is not funded, e.g. 2 week slippage in delivery of scheme due to adverse weather.
41	Financial	Potential swift decline in value of Pound Sterling due to Force Majeure or material adverse change resulting in increased costs in terms of fuel prices, interest rates, and insurance premiums.	4	4[C]	16	RED	≤ 3 yrs	Risk mitigation	Mitigation measures would be put in place to prioritise front line services as detailed in the specific Business Continuity Plans for office, depot, and harbour, as applicable.	4	3	12	AMBER	Head of Roads - Ayrshire Roads Alliance	29.6.16	
42	Contractual agreements	Potential swift decline in value of Pound Sterling followed by market volatility over the short to medium term resulting in suppliers and contractors terminating agreements due to Force Majeure or material adverse change.	3	4[C]	12	AMBER	≤ 3 yrs	Risk mitigation	Mitigation measures would be put in place to prioritise front line services as detailed in the specific Business Continuity Plans for office, depot, and harbour, as applicable.	3	3	9	AMBER	Head of Roads - Ayrshire Roads Alliance	29.6.16	

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE

2016/17 SERVICE PLAN UPDATE

Report by the Head of Roads - Ayrshire Roads Alliance

PURPOSE

1. The purpose of this Report is to advise the Joint Committee on the progress made to date against the 2016/17 Ayrshire Roads Alliance Service Plan.

BACKGROUND

2. The Ayrshire Roads Alliance formally commenced on Tuesday 1 April 2014. From both a Joint Committee and a service management perspective, it is essential that a Service Plan is prepared, to provide the Ayrshire Roads Alliance with the appropriate strategy for service delivery.

3. A report detailing the 2016/17 Ayrshire Roads Alliance Service Plan was approved by the Joint Committee on 11 December 2015, and it has subsequently been approved by relevant Committees in East Ayrshire and South Ayrshire Council.

4. Monitoring of the service plan is the responsibility of the Joint Committee. An annual review will also be completed and reported to the Joint Committee and both Councils. In addition, separate monthly meetings are held with the Depute Chief Executive responsible for the provision of the roads service within East Ayrshire Council; and also the Executive Director responsible for the provision of the roads service within South Ayrshire Council.

5. Scrutiny in respect of the Joint Committee will be undertaken by both Councils in accordance with their own scrutiny processes, as set out within their respective Corporate Governance arrangements.

6. Matters in relation to service performance will be closely monitored by both Councils through the Joint Committee.

PROPOSAL

7. It was agreed at the Joint Committee meeting on 11 December 2015 that progress updates on the 2016/17 Action Plan would be presented to future Joint Committee meetings.

8. In accordance with the Core Reporting Schedule presented under Appendix 1 of the 2016/17 Ayrshire Roads Alliance Service Plan, progress to date against the Ayrshire Roads Alliance Action Plan is presented in Appendix 1 of this report.

COMMUNITY PLANNING/POLICY IMPLICATIONS

9. As stated in the Service Plan, the work undertaken by the Ayrshire Roads Alliance aligns with the Community Plan for East Ayrshire Council; and the Council Plan for South Ayrshire Council.

LEGAL IMPLICATIONS

10. The work of the Ayrshire Roads Alliance will be undertaken in accordance with relevant legislation.

HUMAN RESOURCE IMPLICATIONS

11. The Service Plan has no direct impact on human resources. However, as the Action Plan work develops and reviews are completed it is expected that a degree of impact on human resources will be expected.

EQUALITY IMPACT ASSESSMENT

12. The Service Plan will complement the Equality Impact Assessment by ensuring that any issues arising are adequately prioritised and managed.

FINANCIAL/RISK IMPLICATIONS

13. The Ayrshire Roads Alliance will deliver the strategic and local services as stated in the Service Plan. The budget is provided by East Ayrshire Council, South Ayrshire Council, and other external organisations. Appropriate scrutiny arrangements are in place to manage these budgets.

14. The Service Plan and the preliminary Risk Register does not expose either Council to an increased risk because the Plan and Risk register have been developed from existing budgets and existing service commitment.

RECOMMENDATIONS

15. It is recommended that the Joint Committee:
   i. Notes the progress against the 2016/17 Service Plan presented in this report;
   ii. Continues to receive progress updates; and
   iii. Otherwise, notes the content of the report.

Stewart Turner
Head of Roads - Ayrshire Roads Alliance

31 October 2016

LIST OF APPENDICES
1. Ayrshire Roads Alliance Action Plan 2016/17

BACKGROUND PAPERS

- Agenda Item 5, The Ayrshire Shared Service Joint Committee, 11 December 2015

For further information on this report, please contact Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164, or at
stewart.turner@ayrshireroadsalliance.org

APPENDIX 1 - AYRSHIRE ROADS ALLIANCE IMPROVEMENT ACTION PLAN 2016/17

KEY: Progress

🔴	Late		✅	Early	
🔺	On time		✅	Completed	
🔺	Design stage		❓	Unknown	
🟡	Ongoing				

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source of Action & Update
1	Develop an integrated Roads Asset Management Plan.	A Plan to cover the Alliance area completed in accordance with SCOTS RAMP2. Final Report	Network Manager	March 2017	🟡	SCOTS RAMP2 Project. Development ongoing in accordance with schedule for SCOTS RAMP2.
2	Develop an Integrated Local Transport Strategy.	A Strategy covering both Council areas. This will involve consultation with stakeholders. Publish the strategy.	Network Manager	March 2017	🔺	Scottish Government guidance. A key dependency for the Integrated Local Transport Strategy is publication of the full review of the refreshed National Transport Strategy which was published in January 2016, which will lead to the full review by 2020.
3	Develop local flood risk management strategy.	Integrated Flood Risk Management Strategy as required by the FRM Act.	Network Manager	June 2016	✅	Flood Risk Management Strategy has been produced in partnership with North Ayrshire Council, Scottish Water and SEPA. Consultation has taken place and the strategy is available from: http://apps.sepa.org.uk/FRMStrategies/

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	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/Update
4	Action the Integrated Flood Risk Management Plan	Complete schemes and undertake studies	Network Manager	March 2017	⚠	Flood Risk Management Plan was submitted to Scottish Government in June 2016. Capital grant funding has been approved for the New Cumnock Scheme plus funding has been approved for both EAC and SAC to undertake requirements of the Act.
5	Improve the condition of the road network.	Improve annual roads survey results. [Road condition is improving, as reported in Performance Scorecard under Performance Indicators PS 4.6 to PS 4.9.1]	Head of Service	March 2017	⚠	Scottish Government and SCOTS guidance. A key dependency is the Road Improvement Plan. Road condition is improving in EAC and SAC. Details will be included in the Reports submitted to relevant Council Committees in March 2017.
6	Ensure the road network remains safe through raising awareness and improving road safety through education, engineering and enforcement.	Reduce road accidents in line with government targets.	Network Manager	March 2017	⚠	Scottish Government and SCOTS guidance. A key dependency is the Road Improvement Plan on road safety programmes which are being actioned. Details will be included in the Reports submitted to relevant Council Committees in March 2017.
7	Improve the condition of the bridge stock.	Reduce the number of weight restricted bridges. Improve the bridge condition index.	Network Manager	March 2017	⚠	Through the Road Asset Management Plan. A key dependency is the Road Improvement Plan. Details will be included in the Reports submitted to relevant Council Committees in March 2017.

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/Update
8	Manage and improve the street lighting asset and install additional energy efficient lighting schemes.	Implement lighting improvements in accordance with roadworks plans. Increase the number of energy efficient lighting units to reduce the carbon emissions	Operations Manager	March 2017	⚠	Through the Road Asset Management Plan. Carbon Reduction Plan; Road Improvement Plan; External Funding. Ongoing discussions with Salix to secure additional funding. Business Cases being prepared to establish 100% LED lighting in EAC and SAC areas.
9	Continuous review of staff structure in line with operational experience.	Structure reflecting operational need	Head of Service	March 2017	⚠	Operational experience. Presented to Joint Committee in April 2016.
10	Deliver road improvement work	Deliver revenue and capital budget work on time and on budget. Maintain safe roads Contribute to improving condition of the network	Head of Service	March 2017	⚠	Revenue and capital budgets from EAC and SAC Four weekly review meetings.
11	Deliver externally funded sources of work	Deliver externally funded work on time and on budget. Improve infrastructure; and contribute to improving condition of the network	Head of Service	March 2017	⚠	External sources, eg–SUSTRANS, SPT, CWSS. Continue to prepare business cases and financial bids for this work.
12	Prepare Service Plan	Publish. [Approved by Joint Committee on 11 December 2015]	Head of Service	Annual. Completed for 2016-17	✅	East Ayrshire Council Community Plan South Ayrshire Council Plan

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/Update
13	Continue to review insurance costs and insurance issues.	Put in place pertinent corrective actions to minimise insurance costs	Head of Service	March 2017	⚠	Ayrshire Roads Alliance Monthly Insurance Report. Detail continues to be monitored and reviewed by ARA Management Team.
14	Review Depots and Accommodation.	Complete review with a recommendation for future service delivery	Business Support Manager	September 2016 (Present paper to Joint Committee)	⚠	Roads - Detailed Business Case June 2013. Business Realisation Strategy and Plan. Report outlining approach submitted to Joint Committee in June 2016, with findings of review reported in November 2016.
15	Review of existing contracts over next 12 months with view to harmonising contracts as they expire.	Identify most beneficial contracts and ensure arrangements are in place to consolidate all arrangements.	Business Support Manager	Expedite and review up until March 2017	⚠	Roads - Detailed Business Case June 2013. Work on-going.
16	Review roads maintenance, street lighting, and network processes and procedures over next 12 months with a view to harmonisation.	Identify improvement needs and instigate new systems where appropriate.	Business Support Manager	Expedite and review up until March 2017	⚠	Roads - Detailed Business Case June 2013. Work on-going.
17	Continue to review fleet requirements including plant and equipment.	Complete and implement review with a recommendation for future service delivery.	Business Support Manager	June 2016	✅	Roads - Detailed Business Case June 2013. Report submitted to Joint Committee in June 2016.

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/Update
18	Review of ICT service requirements within roads maintenance, street lighting, and network over next 12 months with a view to harmonisation.	Complete review with a recommendation for future service delivery	Business Support Manager	Expedite and review up until March 2017	⚠	Roads - Detailed Business Case June 2013

Progress already made regarding TM Cone10 and WDM integration. Work on-going |
| 19 | Promoting evolution from performance measurement to a performance management culture over next twelve months. | Capture baseline data.

Publish report | Head of Service | March 2017 | ⚠ | Existing EAC and SAC frameworks.

SCOTS, APSE. Work on-going. |
| 20 | Continue to review and develop Performance Management Framework. | Continue to improve and continue to report to Joint Committee | Head of Service | March 2017 | ⚠ | Completed for 2016/17   Development work on-going. |
| 21 | Continue to develop and monitor risk register | Manage and mitigate identified risks. | Business Support Manager | On-going | ⚠ | EAC risk registers. Completed for 2016/17. Risk register reviewed at each Joint Committee. |
| 22 | Develop and exercise business continuity plans | Improved resilience

Incorporated fuel shortage scenario

Rehearse fuel shortage scenario | Business Support Manager | Update annually at a minimum. Review and update following accordance with pertinent events. | ⚠ | Existing EAC and SAC plans, aligns with ISO 22301 Business Continuity Management. Further Business Continuity Exercises are programmed to be undertaken in 2016. |

East Ayrshire Council Strategic Priorities

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source
1	Input to traffic management, drainage, and flood risk considerations for the new schools in Kilmarnock & Cumnock.	Build a fit for purpose school that has adequate provision for traffic management, drainage and flood mitigation.	Network Manager	March 2017	⚠️	East Ayrshire Council Work on-going
2	Progress New Cumnock Flood Group Project	Complete the design stage of flood prevention measures, and submit grant bid to Scottish Government.	Network Manager	March 2017	⚠️	Reports submitted to Council on 18 August 2016 formally confirming scheme. Moving to procurement stage for Leggate scheme.
3	Progress A70 Glenbuck Road Improvement Project	Design and build of Glenbuck Road Improvement.	Network Manager	Oct 2016	⚠️	Public utility diversion work being undertaken between August and October 2016.
4	Publish the Flood Risk Management Strategy	Adequate provision for drainage and flood mitigation measures.	Network Manager	June 2016	✅	Flood Risk Management Strategy has been produced in partnership with North Ayrshire Council, Scottish Water and SEPA. Consultation has taken place. The will ensure adequate provision for drainage and flood mitigation measures.
5	Develop Projects approved from the Flood Risk Management Plan	Secure external funding and also develop schemes.	Network Manager	March 2017	⚠️	The plan was submitted to Scottish Government in June 2016. Grant funding has been approved for the New Cumnock Scheme plus funding has been approved to undertake requirements of the Act
6	Ayrshire Growth Fund	Stimulate economic growth and address inclusive growth concerns. Work will be achieved by contributing to infrastructure projects.	Head of Service	March 2017	⚠️	Ayrshire Growth Fund Management Team Business cases completed for transportation schemes. Work on-going

South Ayrshire Council Strategic Priorities

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/ Update
1	Implementation of residents parking in Ayr & Prestwick	Complete with improved parking provision and management.	Network Manager	May 2016	🟢 🔴	The proposals for residents parking in Prestwick were presented to the Regulatory Panel on 29 June 2016, with an implementation of the residents parking proposals scheduled for 26 September 2016. A timescale for implementation of the Ayr proposals is being finalised at this time.
2	Publish the Flood Risk Management Strategy	Adequate provision for drainage and flood mitigation measures.	Network Manager	June 2016	🟢	Flood Risk Management Strategy has been produced in partnership with North Ayrshire Council, Scottish Water and SEPA. Consultation has taken place.

The will ensure adequate provision for drainage and flood mitigation measures. |
| 3 | Input to traffic management, drainage, and flood risk considerations for the new school campuses in Ayr and Troon. | Build fit for purpose schools that have adequate provision for traffic management, drainage and flood mitigation. | Network Manager | March 2017 | 🔺 | South Ayrshire Council

Work is on-going |
| 4 | Involvement in the development of public realm guide for Ayr Town Centre, being led by Ayr Renaissance. | Increased economic development, improved public realm, improved tourist facilities. | Operations Manager | June 2016 | 🟡 | Work ongoing with colleagues in South Ayrshire Council. |

	Action	Success Criteria/ Desired Outcome	Responsible	Timescale	Progress	Source/Update
5	Develop Projects approved from the Flood Risk Management Plan	Secure external funding and also develop schemes.	Network Manager	March 2017	⚠	The plan was submitted to Scottish Government in June 2016. Funding available to undertake flood studies in SAC.
6	Ayrshire Growth Fund	Stimulate economic growth and address inclusive growth concerns. Work will be achieved by contributing to infrastructure projects.	Head of Service	March 2017	⚠	Ayrshire Growth Fund Management Team Business cases completed for transportation schemes. Work on-going

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

10 NOVEMBER 2016

AYRSHIRE ROADS ALLIANCE
UPDATE ON PERFORMANCE SCORECARD

PURPOSE

1.   The purpose of this report is to advise the Joint Committee regarding the progress made to date against the Performance Scorecard.

BACKGROUND

2.   The purpose of the performance management and benchmarking remit is to work collaboratively to deliver tangible and sustained improvements within the Ayrshire Roads Alliance in order to manage the on-going development and delivery of benchmarking frameworks.

3.   Improved performance management is fundamental to supporting the Ayrshire Roads Alliance. This will drive change and improvement within the fully integrated roads service and support improved outcomes, better performance, and more effective use of resources.

4.   The Performance Indicators are regularly refreshed when new useful performance measures are introduced by the Ayrshire Roads Alliance or there is an agreement to include a specific indicator. This will be a regular item for the Ayrshire Shared Service Joint Committee to review.

PROPOSAL

5.   This scorecard will be collated by the Business Support Manager and used to:

   •   monitor the progress in meeting the Ayrshire Roads Alliance's objectives;

   •   help managers to have performance-related conversations with staff; and

   •   identify any problem areas that need addressed.

6.   Some indicators are collated at different frequencies and so these will be included as appropriate.

7.   The Performance Scorecard is presented in Appendix 1. Commentary against the specific red and amber performance measures included in Appendix 1. There are a number of green performance measures which should be highlighted, especially:

   •   Section1 – Working Safely, with respect to the average number of days to report an incident to the Health & Safety Section continues to perform well. Performance is one day with a target of five days.

- Section 3 – Well Managed, with respect to: the percentage of invoices paid within 30 calendar days at 92.9%; the current 2016/17 probable financial outturn variance at a favourable 6.3%; the physical percentage of the roadworks programme completed at 75%; the percentage of staff who have a current PDR in Ayrshire Roads Alliance, South, at 95% during the second quarter; the percentage of staff who have a current EAGER in Ayrshire Roads Alliance, East, at 91% during the second quarter.

- Section 4 – Well Maintained, within both geographical areas with regards to: the percentage of Street Lighting repairs completed within seven working days at 96.4% in Ayrshire Roads Alliance – South, and 98.7% in Ayrshire Roads Alliance – East, respectively; and the overall improvement of the road condition index.

COMMUNITY PLANNING/POLICY IMPLICATIONS

8. The Performance Scorecard will assist in achieving the strategic aims of the Community Plan for East Ayrshire Council and the Council Plan for South Ayrshire Council.

LEGAL IMPLICATIONS

9. The Performance Scorecard will summarise the pertinent Statutory Performance Indicators and this will not replace the existing statutory returns for performance information.

HUMAN RESOURCE IMPLICATIONS

10. The Performance Scorecard has no direct impact on human resources.

EQUALITY IMPACT ASSESSMENT

11. The Performance Scorecard will complement the preparation of any Equality Impact Assessment by ensuring that any issues arising are adequately prioritised and managed.

FINANCIAL/RISK IMPLICATIONS
12. The Performance Scorecard will facilitate the existing scrutiny arrangements to manage and review the respective budgets provided by East Ayrshire Council and South Ayrshire Council to the Ayrshire Roads Alliance.

RECOMMENDATIONS

13. It is recommended that the Joint Committee:

  i. Notes the performance scorecard and performance metrics presented in this report;
  ii. Continues to receive the performance scorecard updates; and
  iii. Otherwise, note the content of the report.

Stewart Turner
Head of Roads - Ayrshire Roads Alliance
10 October 2016

LIST OF APPENDICES

1. Performance Scorecard

BACKGROUND PAPERS
  • Agenda Item 2, The Ayrshire Shared Service Joint Committee, 21 August 2014

For further information on this report, please contact Stewart Turner, Head of Roads - Ayrshire Roads Alliance on 01563 503164, or at stewart.turner@ayrshireroadsalliance.org

Appendix 1: Performance Scorecard

KEY: PI Status | PI Colour

Alert | RED

Warning | AMBER

OK | GREEN

Unknown
Data Only

ALARP: As Low As Reasonably Practicable/ Possible

Outcome	(1) Working Safely					Benchmark/ Comparator		Target	PI Status	Commentary (Solely for Red and Amber PI Status)
Key Performance Measures	**Reporting Frequency**	**P2**	**P3**	**P4**	**P5**	**P6**	**Source**	**YTD**	**2016/17**	**PI Status**	
PS 1.1 -Number of Health & Safety incidents reported to the Health & Safety section	4-weekly periods	6	4	5	5	7	EAC Corporate	27	10	**RED**	Change to EAC Corporate Health & Safety Indicators
PS 1.2 -Average number of days to report an incident to the Health & Safety section		4	4	1	2	1	EAC Corporate	2	5	**GREEN**	Change to EAC Corporate Health & Safety Indicators
Outcome	(2) Safer Roads					Benchmark/ Comparator				
Key Performance Measures	**Reporting Frequency**	**Actual 2012/13**	**Actual 2013/14**	**Actual 2014/15**	**Actual 2015/16**	**Actual 2016/17**	**Source**	**Value**	**Target 2016/17**	**PI Status**	
PS 2.1 -No. of people killed or seriously injured in road accidents per 100,000 population	Based on School Year from August 2013 t	37	25	29	29	Not available yet	National Target	30% reduction (2015); 40% reduction (2020)		Data Only ALARP	Between 01/04/2015 and 31/03/2016 there were no fatalities, 29 serious casualties, and 210 slight casualties in East Ayrshire (Source: Key Accidents 19/05/2016). Between 01/04/2015 and 31/03/2016 there were four fatalities, 34 serious casualties, and 109 slight casualties in South Ayrshire (Source: Key Accidents 19/05/2016).
PS 2.2 -No. of slightly injured casualties per 100,000 population		156	147	176	138	Not available yet	National Target	No target (2015); 10% reduction (2020)		Data Only ALARP	
Outcome	(3) Well Managed					Benchmark/ Comparator		Target	PI Status	
Key Performance Measures	**Reporting Frequency**	**Period 2**	**Period 3**	**Period 4**	**Period 5**	**Period 6**	**Source**	**Value**	**2016/17**		
PS 3.1 - % invoices paid within 30 calendar days	Monthly	96.6%	97.0%	93.1%	90.5%	92.90%	EAC Corporate	95%	93%	**GREEN**	
PS 3.2 -2016/17 Probable Outturn Variance: (Favourable) / Adverse		£157,113	(-£187,841)	(-£125,120)	See note	See note				**GREEN**	Indicator showing as green due to probable outturn variance being broadly on target. Financial Report will be presented to the Joint Committee in accordance with the timetable presented in the Detailed Business Case of June 2013. Period 7 to be presented to December 2016 JC meeting.
		2.3%	-2.8%	-1.9%			ARA Budget	£0	£0		
		May 16	**Jun 16**	**Jul 16**	**Aug 16**	**Sep-16**					
PS 3.3 - Physical % of Roadworks Programme Completed	Monthly	10.4%	19.7%	39.6%	49.0%	75%	ARA Roadworks Programme 2016/17	100%	100%	**GREEN**	On target for completion
Ayrshire Roads Alliance										

Key Performance Measures	Reporting Frequency						Year To Date	Benchmark Target	Target 2016/17	PI Status	
Average days lost per employee	Monthly	0.72	0.72	0.64	0.42	0.29	EAC HR Briefing Note YTD: 4 days lost per employee.	N/A	0.6	**GREEN**	
		Q2	**Q3**	**Q4**	**Q1**						

South Ayrshire Council

PS 3.3 -% of staff who have received annual PDR reviews	Quarterly	34%	23%	95%	95%	95%	SAC Corporate	(Q1)0% (Q2) 10% (Q3) 20% (Q4) 70%	(Q1)0% (Q2) 10% (Q3) 20% (Q4) 70%	**GREEN**	First quarter figure up until the end of September 2016.

East Ayrshire Council

PS 3.3 -% of staff who have received annual EAGER reviews	rterly	13%	15%	98%	91%	91%	EAC Corporate	(Q1)0% (Q2) 10% (Q3) 20% (Q4) 70%	(Q1)0% (Q2) 10% (Q3) 20% (Q4) 70%	**GREEN**	First quarter figure up until the end of September 2016.

South Ayrshire Council

PS 3.4 - % of penalty notices repealed after an appeal	Qua	6.3%	7.9%	5.1%	8.6%	7.52%	YTD	2598 tickets issued with 202 tickets cancelled. [7.7%]	10%	**GREEN**	2598 tickets issued between April and September with 202 tickets cancelled representing 7.7%. Main reason for cancellations attributed to "Blue Badge" cancellations.

East Ayrshire Council

PS 3.4 - % of penalty notices repealed after an appeal	Quarterly	9.8%	5.7%	7.9%	7.50%	5.78%	YTD	3101 tickets issued with 224 tickets cancelled. [7.22%]	10%	**GREEN**	3101 tickets issued between April and September with 224 tickets cancelled representing 7.22%. Main reason for cancellations attributed to "Blue Badge" cancellations.

Outcome	(4) Well Maintained						Year To Date		Target	PI Status	
Key Performance Measures	Reporting Frequency	May 16	Jun 16	Jul 16	Aug 16	Sep-16		Benchmark Target	2016/17		

South Ayrshire Council

Key Performance Measures	Reporting Frequency	May 16	Jun 16	Jul 16	Aug 16	Sep-16	YTD	Benchmark Target	Target 2016/17	PI Status	
PS 4.1 - % of Category 1 road emergency defect repairs made safe within 2 hours.		40.0%	42.9%	100%	40%	60%	50%	75%	75%	**RED**	Category 1 to Category 4 performance is reviewed at the fortnightly Roads Maintenance Unit Management meetings. The performance for Category 1 to Category 4 defects reflects the number of closed off work instructions that were verified when this report was produced. Due to resources being retained in house on our surfacing programme, unfortunately timescales for performance targets have suffered.

A revision is underway with our depots and Inspectors of all lines being issued/closed off, to make improvement to this performance. |
Number of Repair Lines Issued		5	7	2	5	5	24				
Number of Repair Lines Completed with Timescale		2	3	2	2	3	12				
PS 4.2-% of Carriageway Category 2 Defects repaired within 5 working days.		29.2%	53.3%	31%	45%	51%	44%	50%	50%	**RED**	
Number of Repair Lines Issued		24	30	16	29	39	138				

Measure										RAG	Notes
Number of Repair Lines Completed with Timescale		7	16	5	13	20	61				
PS 4.3 -% of Carriageway Category 3 Defects repaired within 10 working days.		31.4%	61.7%	50%	77%	38%	48%	50%	50%	**RED**	
Number of Repair Lines Issued		70	47	22	31	42	212				
Number of Repair Lines Completed with Timescale		22	29	11	24	16	102				
PS 4.4 -% of Carriageway Category 4 Defects repaired within 28 working days.		43.9%	27%	46%	30%		35%	50%	50%	**RED**	
Number of Repair Lines Issued		157	222	145	192		716				
Number of Repair Lines Completed with Timescale		69	61	66	56		252				
PS 4.5- % of Safety Inspections Carried Out within Timescale		100%	90%	100%	100%	100%	98%	98%	95%	**GREEN**	
No. of Safety Inspections Scheduled		25	21	20	21	24	111				
No. of Safety Inspections Carried Out within Timescale		25	19	20	21	24	109				
PS 4.6 -% Street Lighting repairs completed within 7 working days		97.1%	96.6%	99.1%	92.7%	96.4	96.00%	96%	98%	**AMBER**	
Number of Repair Lines Issued		69	87	112	220	396	884				
Number of Repair Lines Completed with Timescale		67	84	111	204	382	848				
PS 4.7-% Traffic lights repairs completed within 48 hours		96%	94%	92%	92.70%	100.00%	APSE	97%	99%	**AMBER**	

East Ayrshire Council

Measure										RAG	Notes
PS 4.1 - % of Category 1 road emergency defect repairs made safe within 2 hours.		58.3%	72.0%	50%	75%	91%	67%	75%	75%	**RED**	Category 1 to Category 4 performance is reviewed at the fortnightly Roads Maintenance Unit Management meetings. The performance for Category 1 to Category 4 defects reflects the number of closed off work instructions that were verified when this report was produced. Due to resources being retained in house on our surfacing programme, unfortunately timescales for performance targets have suffered.

A revision is underway with our depots and Inspectors of all lines being issued/closed off, to make improvement to this performance. |
Number of Repair Lines Issued		24	25	16	8	11	84				
Number of Repair Lines Completed with Timescale		14	18	8	6	10	56				
PS 4.2-% of Carriageway Category 2 Defects repaired within 5 working days.		12.0%	21.4%	26%	18%	40%	22%	50%	50%	**RED**	
Number of Repair Lines Issued		166	98	65	76	90	495				

Indicator						Source/Total	Scottish LA	Target	PI Status
Number of Repair Lines Completed with Timescale	20	21	17	14	36	108			
PS 4.3-% of Carriageway Category 3 Defects repaired within 10 working days.	2.0%	10.8%	18%	19%	29%	16%	50%	50%	**RED**
Number of Repair Lines Issued	148	102	129	140	122	641			
Number of Repair Lines Completed with Timescale	3	11	23	27	35	99			
PS 4.4 -% of Carriageway Category 4 Defects repaired within 28 working days.	62.5%	31%	40%	48%		45.00%	50%	50%	**RED**
Number of Repair Lines Issued	24	26	40	31		121			
Number of Repair Lines Completed with Timescale	15	8	16	15		54			
PS 4.5 - % of Safety Inspections Carried Out within Timescale	69%	68%	79%	81%	90.20%	79%	64%	95%	**RED**
No. of Safety Inspections Scheduled	36	34	34	37	41	182			
No. of Safety Inspections Carried Out within Timescale	25	23	27	30	37	142			
PS 4.6 -% Street Lighting repairs completed within 7 working days	99.6%	97.6%	99.2%	97.9%	96.8	98.10%	99%	98%	**AMBER**
Number of Repair Lines Issued	267	125	120	187	288	987			
Number of Repair Lines Completed with Timescale	266	122	119	183	279	969			
PS 4.7 -% Traffic lights repairs completed within 48 hours	100%	100%	99.10%	100.00%	100.00%	APSE	100%	99%	**RED**

(Frequency for the above section: Monthly)

East Ayrshire Council		Actual 2011-13	Actual 2012-14	Actual 2013-15	Actual 2014-16		Source	Scottish LA 2012-14	Target 2016/17	PI Status
PS 4.6.E -% of A class roads that should be considered for maintenance.	Annual	29.7%	26.2%	24.6%	21.3%		Road Condition Index (RCI)	28.7%	25.3%	**GREEN**
PS 4.7.E -% of B class roads that should be considered for maintenance.		37.8%	37.8%	36.9%	34.2%		RCI	35.2%	35.7%	**GREEN**
PS 4.8.E -% of C class roads that should be considered for maintenance		42.1%	46.5%	45.5%	40.3%		RCI	36.6%	44.9%	**GREEN**
PS 4.9.E -% of unclassified roads that should be considered for maintenance.		43.6%	45.0%	44.1%	44.9%		RCI	39.4%	43.5%	**AMBER**

| PS 4.9.1.E -Overall % of road network that should be considered for maintenance. | | 40.6% | 41.7% | 40.8% | 39.4% | | RCI | 36.7% | 39.8% | **GREEN** | |

South Ayrshire Council		**Actual 2011-13**	**Actual 2012-14**	**Actual 2013-15**	**Actual 2014-16**		**Source**	**Scottish LA 2012-14**	**Target 2016/17**	**PI Status**	
PS 4.6.S -% of A class roads that should be considered for maintenance.	Annual	38.4%	41.6%	42.4%	41.7%		RCI	28.7%	40.1%	**AMBER**	
PS 4.7.S -% of B class roads that should be considered for maintenance.		47.9%	49.7%	50.8%	48.9%		RCI	35.2%	47.3%	**AMBER**	
PS 4.8.S -% of C class roads that should be considered for maintenance		43.2%	48.0%	49.5%	43.8%		RCI	36.6%	46.8%	**GREEN**	National Performance Information
PS 4.9.S -% of unclassified roads that should be considered for maintenance.		44.9%	46.2%	42.0%	43.3%		RCI	39.4%	44.4%	**GREEN**	
PS 4.9.1.S -Overall % of road network that should be considered for maintenance.		44.5%	46.8%	45.0%	44.2%		RCI	36.7%	45.1%	**GREEN**	

Outcome	**(5) Well Engaged**						**Benchmark/ Comparator**		**Target**		
Key Performance Measures	**Reporting Frequency**	**May 16**	**Jun 16**	**Jul 16**	**Aug 16**	**Sep-16**	**Source**	**Value**	**2016/17**	**PI Status**	Annual Performance
PS 5.1 -Visitors to the ARA website every month.	Monthly	8,626 visits by 5,876 people	12,520 visits	10,298 visits	11,417 visits	10,923	EAC Corporate YTD: 59,262 visits	N/A	49,000 visits p.a.	**GREEN**	
PS 5.2 - Visits to the website from social media.		49 visits (5% of all visits)	177 visits (3% of all visits)	27 visits (3% of all visits)	96 visits	84 visits	EAC Corporate YTD: 387 visits from social media	N/A	1800 visits p.a.	**AMBER**	
PS 5.3 - Twitter followers (on last day of month)		1179	1208	1256	1251	1283	EAC Corporate	N/A	640 followers	**GREEN**	

Outcome	**(6) Well Informed**						**Benchmark/ Comparator**		**Target**		
Key Performance Measures	**Reporting Frequency**	**May 16**	**Jun 16**	**Jul 16**	**Aug 16**	**Sep-16**	**Source**	**Value**	**2016/17**	**PI Status**	
PS 6.1 - % of Stage 1 complaints responded to within allotted timescales.	Monthly	100%	100%	66%	0%	100%	EAC Corporate	80%	80%	**AMBER**	One Stage 1 complaint received during September, responded to within timescale.

	Reporting Frequency			P4	P5	P6	Source	Value	Target	PI Status	
PS 6.2 - % of Stage 2 complaints responded to within allotted timescales.	Monthly	100%	100%	N/A	N/A	N/A	EAC Corporate	90%	90%	**GREEN**	No Stage 2 complaints completed during September.
South Ayrshire Council											
PS 6.3 - % of enquiries responded to within allotted timescales.	Monthly	88%	78%	75%	70%		YTD	77%	80%	**AMBER**	Figures not available, in process of changing over to new system.
Enquiries issued	Monthly	544	412	446	489						
Enquiries received within allotted timescales	Monthly	476	323	336	342						
East Ayrshire Council											
PS 6.3 - % of enquiries responded to within allotted timescales.	Monthly	84%	79%	80%	65%		YTD	76%	80%	**AMBER**	Figures not available, in process of changing over to new system.
Enquiries issued	Monthly	570	415	455	498						
Enquiries received within allotted timescales	Monthly	480	328	362	326						

Ayrshire Roads Alliance		Actual 2013/14	Actual 2014/15	Actual 2015/16	Actual 2016/17		Source	Value	Target 2016/17	PI Status	
PS 6.4 -% of FOI & EIR requests responded to within 20 working days.	Annual	93%	94%	95%	99%		EAC Corporate	100%	100%	**AMBER**	Illustrates performance up to the end of August against the annual target.

Outcome	(7) Well Invested						Benchmark/ Comparator				
Key Performance Measures	Reporting Frequency			P4	P5	P6	Source	Value	Target	PI Status	
East Ayrshire Council											
PS 7.7E -Number of Public Liability claims received (East)				26	6	4	EAC Risk & Insurance				Work is currently progressing across Ayrshire Roads Alliance - East and Ayrshire Roads Alliance - South to increase the repudiation rate through: (a) Uniformity of inspection/maintenance/repair standards/record keeping across ARA recognising Best Practise in Highways Repair and
PS 7.8E -Number of Public Liability claims closed (East)				15	9	10	EAC Risk & Insurance				
PS 7.9E -Number of Public Liability repudiated (East)				10	5	4	EAC Risk & Insurance		N/A		
PS 7.AE -% of Public Liability received that were repudiated (East)				67%	56%	40%	EAC Risk & Insurance				
PS 7.CE -Total number of 'open' claims since 01/04/14 (East)				71	94	99	EAC Risk & Insurance				
South Ayrshire Council											
PS 7.7S -Number of Public Liability claims received (South)				8	16	5	EAC Risk & Insurance				Work is currently progressing across Ayrshire Roads Alliance - East and Ayrshire Roads Alliance - South to increase the repudiation rate through: (a) Uniformity of inspection/maintenance/repair

			15	6	11	EAC Risk & Insurance		standards/record keeping across ARA recognising Best Practise in Highways Repair and Maintenance;
PS 7.8S -Number of Public Liability claims closed (South)								
PS 7.9S -Number of Public Liability repudiated (South)			5	4	6	EAC Risk & Insurance		
PS 7.AS -% of Public Liability received that were repudiated (South)			80	83	64	EAC Risk & Insurance	N/A	
PS 7.CS -Total number of 'open' claims since 01/04/14 (South)			80	86	102	EAC Risk & Insurance		