Ayrshire Shared Services Joint Committee
Friday 24 January 2020
Council Chambers, Cunninghame House, Irvine at 10.00 a.m.

BUSINESS

1. Apologies for absence.

2. Minutes of the meeting held on (i) 14 June 2019 and (ii) 8 November 2019 (copy enclosed).

3. Calendar of Meetings 2020
Submit report by the Chief Executive, North Ayrshire Council on the proposed calendar of Joint Committee meetings for 2020 (copy enclosed).

CIVIL CONTINGENCIES

4. Submit report by the Head of Regulatory Services, South Ayrshire Council on the Ayrshire Civil Contingencies Team Plan 2020/2021 (copy enclosed).

AYRSHIRE ROADS ALLIANCE

5. 2019/20 Service Plan – 6 month update
Submit report by the Acting Head of Roads, Ayrshire Roads Alliance on the progress made to date against the 2019/20 Ayrshire Roads Alliance Service Plan (copy enclosed).

6. Draft Service Plan 2020/2021
Submit report by the Acting Head of Roads, Ayrshire Roads Alliance on the Draft Ayrshire Roads Alliance Service Plan for 2020/21 (copy enclosed).

7. Roadworks Programme 2019/20
Submit report by the Acting Head of Roads, Ayrshire Roads Alliance on the progress made with the road improvement programmes within East Ayrshire and South Ayrshire for financial year 2019-2020 (copy enclosed).

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

9. Update on Performance Scorecard
Submit report by the Acting Head of Roads, Ayrshire Roads Alliance on progress made to date against the Performance Scorecard (copy enclosed).

10. Revenue Financial Monitoring Report
Submit report by the Depute Chief Executive and Chief Financial Officer, (East Ayrshire Council), on the revenue budgeting monitoring position for the year to 13 October 2019 (copy enclosed).

Ayrshire Shared Services Joint Committee

Sederunt:	**North Ayrshire Council** Joe Cullinane (Chair) Marie Burns Alex Gallagher Scott Gallacher **South Ayrshire Council** Alec Clark Ian Cochrane Bob Pollock Philip Saxton **East Ayrshire Council** Tom Cook John McGhee Jim Roberts Douglas Reid	Chair: Attending: Apologies: Meeting Ended:

Ayrshire Shared Services Joint Committee
14 June 2019 at 10.00 a.m.

Present
Councillor Alex Gallagher (North Ayrshire Council); Councillor Alec Clark, Councillor Bob Pollock and Councillor Philip Saxton (South Ayrshire Council); and Councillor Tom Cook, Councillor John McGhee and Councillor Jim Roberts (East Ayrshire Council).

In Attendance
S.Turner, Head of Roads; K. Braidwood, Operations Manager; A. Porter, Apprentice; and K. Smith, Apprentice (Ayrshire Roads Alliance); P. Whip, Group Finance Manager (East Ayrshire Council); K. Carr, Executive Manager – Place Directorate, (South Ayrshire Council); C. Boyd, Service Lead – Risk and Safety, and J. McGeorge, Coordinator (Ayrshire Civil Contingencies) and E. Gray, Committee Services Officer (Chief Executive's Service).

Chair
Councillor Alex Gallagher (Agenda Items 1 – 3) and Councillor Alec Clark (Agenda Items 1 and 4-10).

Apologies
Councillor Marie Burns and Joe Cullinane (North Ayrshire Council), Councillor Ian Cochrane (South Ayrshire Council) and Councillor Douglas Reid (East Ayrshire Council).

1. Chair's Remarks

The Chair congratulated Kirsty Smith and Aiden Porter who were announced as the winner and runner-up respectively of the 2019 APSE Apprentice of the Year Award in Highways and Lighting. The Committee echoed the Chair's sentiments and wished Kirsty and Aiden continued success in their careers.

2. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

3. Minutes

The accuracy of the Minutes of the meeting of the Ayrshire Shared Services Joint Committee held on (i) 7 December 2018 and (ii) 25 April 2019 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

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4. Ayrshire Civil Contingencies Team

Submitted report by the Head of Regulatory Services, South Ayrshire Council, on progress made against the 2019/2020 Ayrshire Civil Contingencies Team Work Plan. The work plan was set out at Appendix 1 and the Ayrshire Resilience Partnership Annual Report 2018/19 set out at Appendix 2 to the report.

Members asked questions and were provided with further information in relation to:

- the cracks which have been identified in the graphite bricks which surround the core at Hunterston B Power Station and whether any further work has been carried out around this risk;
- the expansion of the Wm Grant and Sons site in Girvan, whether the plan needed update to reflect this and the fact that the plan covers the the site in its entirety including any expansions;
- the two plans in respect of Prestwick Airport detailed in the Work Plan, the risks which are covered by each and the notification process for neighbouring properties and businesses should an incident occur; and
- the production of a Multi-Agency Incident Response Guide (MAIRG) for the building formerly known as The Station Hotel, Ayr which has been identified as a priority area of work for 2019/20 and the types of incidents which this would cover including fire and weather damage.

The Ayrshire Shared Services Joint Committee agreed to (a) approve the progress made against the current work plan for 2019/2020 set out at Appendix 1 to the report; (b) note the Ayrshire Local Resilience Partnership Annual Report 2018/2019 set out at Appendix 2 to the report; and (c) send a request to the Counter Terrorism Division of Police Scotland seeking details on the process for notifying properties surrounding Prestwick Airport should an incident occur.

5. Rotation of Chair

Councillor Alex Gallagher withdrew from the Chair at this point, to allow Councillor Alec Clark to chair the meeting for the remaining items of Ayrshire Roads Alliance business.

Councillor Alex Gallagher left the meeting at this point.

6. Ayrshire Roads Alliance Roadworks Programme 2019/20

Submitted report by the Head of Roads, Ayrshire Roads Alliance, on the progress made with the road improvement programmes within East Ayrshire and South Ayrshire for financial year 2019-2020. The programmes for 2019-2020 were set out at Appendix 1 and Appendix 2 to the report.

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Members asked questions and were provided with further information in relation to:

- the replacement of all current street lamp units with LED and that this process does not include replacement of the lighting columns;
- the B778 Fenwick to Stewarton route study which was identified in the Traffic, Transportation and Road Safety Programmes 2019/20 and noted that an application for grant funding has been made to the Scottish Timber Transport Group to assist with development; and
- the actions identified in the Traffic, Transportation and Road Safety Programmes 2019/20 were not assigned a status. It was noted that this was only recently approved, and this will be amended for future reports.

The Ayrshire Shared Services Joint Committee agreed to (a) note the Ayrshire Roads Alliance works progress for 2019/20; and (b) otherwise note the content of the report.

7. Ayrshire Roads Alliance Risk Register

Submitted report by the Head of Roads, Ayrshire Roads Alliance, on the management of risk associated with the Ayrshire Roads Alliance. The Risk Register Scoring Matrix was set out at Appendix 1 and the Risk Register set out at Appendix 2 to the report.

Members asked questions and were provided with further information on the risks relating to staff turnover and requested assurances that resilience measures were in place to minimise the impact of retirements and resignations.

The Ayrshire Shared Services Joint Committee agreed to (a) note the risk register presented in the report; (ii) continue to receive updates on progress; and (b) otherwise, note the content of the report.

8. Ayrshire Roads Alliance Update on the Performance Scorecard

Submitted report by the Head of Roads, Ayrshire Roads Alliance, on progress made to date against the Performance Scorecard. The Performance Scorecard was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to:

- the change in target response time for category 3 and 4 defects and the impact this will have when comparing results from previous years; and
- the use of mobile scaffolding for streetlamp repairs on remote footpaths and the possibility of using a different type of lighting column in these areas which would negate the demand for this.

The Ayrshire Shared Services Joint Committee agreed to (a) note the performance scorecard presented in the report; (b) continue to receive the performance scorecard updates; and (c) otherwise note the content of the report.

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9. Ayrshire Roads Alliance Roads Process Improvement Plan

Submitted report by the Head of Roads, Ayrshire Roads Alliance, on progress made to date against the Roads Process Improvement Plan. Examples of Process Maps were set out at Appendices 1 and 2 to the report.

Members asked questions and were provided with further information in relation to:

- the use of technology including artificial intelligence devices such as the Amazon Echo which members of the public can use to track gritters, the 5G mobile network and hand-held tablets in service vehicles and how these can be used to implement improvements;
- issues relating to public grit bins including notification that when they are empty, the theft of salt and periodic inspections by staff; and
- the process of applying for a disabled parking bay outside a residential property and the changes to the process which will reduce waiting times.

The Ayrshire Shared Services Joint Committee agreed to (a) note the process improvements presented in the report; and (b) otherwise note the content of the report.

10. Ayrshire Roads Alliance Scottish Water Maintenance Agreements

Submitted report by the Head of Roads, Ayrshire Roads Alliance on the Scottish Government's desire to ensure the maintenance of surface water drainage systems is carried out by Public Bodies. A letter endorsing the proposals was set out Appendix 1, the Memorandum of Agreement set out at Appendix 2 and the individual agreement format set out at Appendix 3 to the report.

Members asked questions and were provided with further information in relation to:

- it was only developments which are currently being approved that would be included in the proposed changes;
- concerns that some developments would have larger green spaces which would result in higher maintenance costs and the fact that Local Authorities would only be responsible for maintaining areas around swales, ponds, gullies and tails;
- the fact that without approving the proposal, Scottish Water would not assume responsibility for maintaining carrier pipework, manholes, chambers, outlets and flow control devices which would result in higher costs when maintenance is required;
- whether Local Authorities would be liable for any incident around the areas they are responsible for maintaining; and
- the possibility of transferring the cost of maintenance to developers through a Section 75 condition.

The Ayrshire Shared Services Joint Committee agreed to (a) approve the Memorandum of Agreement; (b) request that a report be provided to a future meeting detailing the possibility of using a Section 75 condition to pass the cost of maintenance to developers; and (c) otherwise note the content of this report.

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11. Ayrshire Roads Alliance Coal Tar Presence within the Carriageway and Footway Network

Submitted report by the Head of Roads, Ayrshire Roads Alliance on the presence of coal tar within some of the carriageway and footway network. The report set out how carriageways should be tested for coal tar and treatment methods where a presence is identified.

Members asked questions and were provided with further information in relation to:

- treatment options including overlaying, removal and resurfacing and in-situ stabilisation;
- issues created by overlaying including requirements to raise kerbs and pathways and the impact of this including financial costs and access to properties;
- two specific roads in East Ayrshire which have been found to contain coal tar and progress towards actioning these. One of these roads have now been treated with the other left in situ while options are considered;
- the risks associated with coal tar exposure, the fact that it is not harmful when undisturbed and whether relocation of residents during the treatment of roads has been considered;
- issues around disposing of material containing coal tar and the fact that nowhere in Scotland currently accepts receipt of coal tar for disposal.

The Ayrshire Shared Services Joint Committee agreed to note the content of the report.

12. Ayrshire Roads Alliance Revenue Financial Monitoring Report

Submitted report by the Depute Chief Executive and Chief Financial Officer, (East Ayrshire Council), on the revenue budgeting monitoring position for the year to 31 March 2019. The Strategic and Local Service Delivery split was set out at Appendix 1 and the Financial Monitoring Report set out at Appendix 2 to the report.

Members asked questions and were provided with further information in relation to:

- budgets which were underspent during 2019/20, whether these could be carried forward, issues relating to underspends and assurances that future budgets would be fully utilised; and
- the recruitment process for permanent and temporary staff and the importance of retaining staff to reduce overtime costs.

The Ayrshire Shared Services Joint Committee agreed to (a) note (i) the financial management position of the Ayrshire Roads Alliance and (ii) the analysis of budget movements between 2018-19 and 2019-20; (b) request that a further financial update be provided at the next meeting of the Joint Committee; and (c) otherwise note the content of the report.

The Meeting ended at 11.30 a.m.

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AYRSHIRE SHARED SERVICES JOINT COMMITTEE

Minutes of meeting in County Buildings, Wellington Square, Ayr,
on 8 November 2019 at 10.00 a.m.

Present: Councillors Ian Cochrane (Chair), Bob Pollock, Alec Clark and Philip Saxton (all South Ayrshire Council); and Councillors Tom Cook, Douglas Reid and Jim Roberts (all East Ayrshire Council).

Apology: Councillor John McGhee (East Ayrshire Council).

Attending: Donald Gillies – Director - Place (South Ayrshire Council); Stewart Turner, Head of Roads; Kevin Braidwood, Operations Manager (both Ayrshire Roads Alliance); and Eillen Wyllie, Committee Services Officer (South Ayrshire Council).

Opening remarks.

The Head of Roads advised of the forthcoming APSE Awards taking place at Blackpool during December. He stated that Ayrshire Roads Alliance had been nominated for three awards (two for South Ayrshire Council and one for East Ayrshire Council) with the validation process taking place next week. He commented on the teamwork involved in improving performance to get to this selection stage. The Committee agreed that this was great news and wished the Service well at the forthcoming event.

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 29 August 2019 (**issued**) were submitted and approved.

Matters arising:-

(1) Proposed Response to the Rural Economy and Connectivity Committee on the Pre-budget / Financial Scrutiny on Roads Maintenance.

The Head of Roads provided feedback from the meeting of the above Committee on 2 October 2019. He said that local authorities might see the availability of more funds and hopefully these would not be ring-fenced. It was noted that a Councillor at that Committee meeting had made such a point.

A discussion took place in relation to the disadvantages of ring-fencing funds.

Decided: that the Chair, on behalf of the Committee, would write to the Rural Economy and Connectivity Committee expressing that this Committee also considered that any additional funds should not be ring-fenced.

(2) National Transport Strategy.

The Head of Roads advised that the draft responses to the National Transport Strategy had been formally approved at recent meetings of both East Ayrshire and South Ayrshire Councils and, thereafter, the consultation responses had been submitted to the Scottish Government prior to 23 October 2019 deadline.

Decided: to note that, following the consultation deadline and consideration of the feedback, a Delivery Plan would be circulated by the Scottish Government in due course.

3. Roadworks Programme 2019/20.

There was submitted a report (**issued**) of 23 October 2019 by the Head of Roads, Ayrshire Roads Alliance advising of the progress being made with the road improvement programmes within East Ayrshire and South Ayrshire for financial year 2019-20.

The Operations Manager highlighted the improvement figures for East Ayrshire and South Ayrshire Council's respective SRMCS survey results.

Various questions were raised by Members of the Joint Committee and the Head of Roads advised that he would provide an update in due course to relevant members on matters raised.

In relation to the following questions asked by Members, it was noted that:-

- the lighting team were investigating concerns across both Council areas in respect of the LED programme and safety concerns with dark areas within some localities. Site inspections were to be undertaken;
- the tender relating to the works for the sheet piling at Girvan Harbour was now going out to tender on the open market rather than through the Framework; and
- costings and the specific location associated with the Loans / Barassie path would be established and the relevant Ward Councillors advised.

The Joint Committee, having otherwise noted the content of the report

Decided: to note the Ayrshire Roads Alliance work progress for 2019/20.

4. Update on Performance Scorecard.

There was submitted a report (**issued**) of 23 October 2019 by the Head of Roads, Ayrshire Roads Alliance, advising of the progress made to date against the Performance Scorecard.

In relation to the improved performance on average days lost per employee, a question was asked if there were areas of good practice that could be rolled out to other council sections to improve attendance rates. The Head of Roads advised of the protocol and policies in place to monitor absence and support employees to return to work.

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Various questions were asked by Members and answers provided by Officers in relation to:-

- parking charges and what type of appeals were submitted and how many appeals were successful. The Head of Roads provided information on the types of appeals such as a blue badge holder forgetting to display their blue badge. He added that some appeals were successful;
- in relation to increases in those seriously injured and slightly injured resulting from road traffic accidents, the Head of Roads commented on the range of actions which could be taken in conjunction with discussion with Police Scotland following accidents. It was noted that types of actions could be through educational, enforcement, engagement and engineering means. It was also noted that speed was a factor on some occasions. In relation to particular stretches of road where there had been accidents, the Alliance would review the potential to remove roadside hazards and report back to the relevant Ward Councillors;
- whether traffic enforcement officers monitored the car park at Crosshouse Hospital and, if so, had any fines been issued. The Head of Roads advised that the capacity was there to undertake monitoring and he would investigate if any fines had been issued and feedback accordingly; and
- the availability of an online safe driving module and whether this would be useful to the Alliance. It was noted that the Head of Roads would review the content and, if suitable, this would be uploaded onto the ARA website and advertised via twitter.

The Joint Committee, having otherwise noted the content of the report

Decided:

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

(2) to continue to receive the performance scorecard updates.

5. Risk Report and Register.

There was submitted a report (**issued**) of 22 October 2019 by the Head of Roads, Ayrshire Roads Alliance advising the Joint Committee of the management of risk associated with the Ayrshire Roads Alliance.

The Joint Committee, having otherwise noted the content of the report

Decided:

(1) to note the risk register presented with the report; and

(2) to continue to receive updates on progress.

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6. **Closing remarks**.

Councillor Cook provided information from a recent meeting he attended involving COSLA and Police Conveners in relation to temporary traffic orders required for events including parades and marches. It was noted that Police Scotland had previously proposed that all such events would need to be served by temporary traffic orders. However, Police Scotland had agreed now that they would continue to manage such events without the need to serve such orders. It was noted that there would still be a need for the larger events to be served by temporary traffic orders. However, this was Police Scotland reverting to the previous position that existed and this position was fully supported by all Councils in Scotland.

The meeting ended at 11.00 a.m.

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NORTH AYRSHIRE COUNCIL

24 January 2020

Ayrshire Shared Services Joint Committee

Title:	**Calendar of Meetings 2020**
Purpose:	The purpose of the report is to consider the proposed calendar of Joint Committee meetings for 2020.
Recommendation:	It is recommended that the Joint Committee approves the proposed calendar of meetings for 2020.

1. Executive Summary

1.1 The report proposes the calendar of Joint Committee meetings for 2020.

2. Background

2.1 The Joint Committee's Standing Orders require it to meet at least twice a year. In practice, a calendar of up to six meetings is generally held.

2.2 The meeting dates for 2019 were set at the Joint Committee on 7 December 2018. The meetings dates for 2020 now require to be set. Dates have been arranged to try and accommodate elected members from the three Authorities as appropriate.

3. Proposals

3.1 A draft meetings calendar is attached at Appendix 1 and reflects the pattern of meetings held in 2019.

3.2 East Ayrshire Council will take over chairing and providing administration support to meetings from February 2020. Similar to previous years, it is proposed that North Ayrshire Council chairs the June and December meetings but only the part of the meeting that considers ACC business. At that point, the Chair leaves the meeting and it is proposed that the Chair for East Ayrshire Council will chair the remainder of business pertaining to ARA. North Ayrshire Council would provide administration support for the full meeting on both occasions and these two meetings would take place in Cunninghame House, Irvine.

4. Implications/Socio-economic Duty

Financial

4.1 None

Human Resources

4.2 Meetings will continue to be administered using existing staff resources.

Legal

4.3 None

Equality/Socio-economic

4.4 None

Environmental and Sustainability

4.5 None

Key Priorities

4.6 None

Community Wealth Building

4.7 None

5. Consultation

5.1 Consultation will take place between officers of the three Councils prior to consideration of the report by the Joint Committee.

Craig Hatton
Chief Executive, North Ayrshire Council

For further information please contact **Hayley Clancy, Committee Services Officer,** on **324136**.

Background Papers
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Date/Time of Joint Committee Meeting	Agenda Lodgement Date with Committee Services	Agenda Issue
Friday 13 March 2020 10am, chaired by EAC East Ayrshire Council, Council Chambers, Kilmarnock	Tuesday 3 March 2020	Friday 6 March 2020
Friday 1 May 2020 10am, chaired by EAC East Ayrshire Council, Council Chambers, Kilmarnock	Tuesday 21 April 2020	Friday 24 April 2020
Friday 5 June 2020 10am, Council Chambers, Cunninghame House, Irvine chaired by NAC then EAC	Tuesday 26 May 2020	Friday 29 May 2020
Friday 4 September 2020 10am, chaired by EAC East Ayrshire Council, Council Chambers, Kilmarnock	Tuesday 25 August 2020	Friday 28 August 2020
Thursday 5 November 2020 10am, chaired by EAC East Ayrshire Council, Council Chambers, Kilmarnock	Tuesday 27 October 2020	Friday 30 October 2020
Friday 4 December 2020 10am, Council Chambers, Cunninghame House, Irvine chaired by NAC then EAC	Tuesday 24 November 2020	Friday 27 November 2020

South Ayrshire Council

Report by Head of Regulatory Services to Ayrshire Shared Services Joint Committee of 24 January 2020

Subject: Ayrshire Civil Contingencies Team

1. Purpose

1.1 The purpose of this report is to seek approval from the Joint Committee for the Ayrshire Civil Contingencies Team Service Plan for 2020/21 - (Appendix 1).

2. Recommendation

It is recommended that the Joint Committee:

2.1 Approve the Service Plan in its current form, acknowledging that there may be additional requests for support added as the wider services from across the 3 Ayrshire Councils plan their own service delivery for 2020/2021.

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).

3.4 On a biannual basis the Chief Executives and senior emergency services commanders meet as the Strategic ALRP to discuss resilience matters relating to Ayrshire.

4. Proposals

4.1 The Ayrshire Civil Contingencies Team Service Plan for 2020/21 is attached at Appendix 1 to this report.

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 **Catriona Caves, Head of Regulatory Services**
County Buildings
Phone 01292 612839
E-mail catriona.caves@south-ayrshire.gov.uk

Date: xx December 2019

AYRSHIRE
CIVIL CONTINGENCIES TEAM

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

South Ayrshire Council

East Ayrshire Council
Comhairle Siorrachd Àir an Ear

Introduction

1.1 The Ayrshire Civil Contingencies Service Plan covers the period 2020-2021 and sets out what we intend to achieve over the next year based on the resources available to us.

1.2 Effective Contingency Planning is crucial to the achievement of the combined objectives of North, South and East Ayrshire Councils and the success of the strategic operation and delivery of all of our Services. The Ayrshire Civil Contingencies Team (ACCT) is responsible for developing and delivering a work plan that ensures compliance in respect of statutory obligations and endeavours to support all Council services to embed robust contingency planning principles. The team will support the 3 Councils and relevant multi-agency partners to ensure that response and recovery in the event of adverse incidents is efficient and carefully planned.

1.3 This plan identifies anticipated challenges for the coming year and how we aim to meet them. It describes how we will evaluate our performance using a self-evaluation toolkit. The information can be read in conjunction with the West of Scotland Regional Resilience Partnership (WoSRRP) Work Plan, which is underpinned by a number of strategic objectives and outcomes.

1.4 Actions have been formulated and form the basis of the ACCT Work Plan (Appendix 1). This is reported on and scrutinised quarterly by the Ayrshire Civil Contingencies Steering Group comprising of the Head of Service from each Council with the responsibility for Civil Contingencies. The 3 Ayrshire Council Shared Service Joint Committee has a remit to approve the progress made against the Work Plan on a 6 monthly basis. Performance is also tracked and measured using the South Ayrshire Council Performance Management System – Pentana. We have agreed challenging targets for the team in order to continuously improve the way we work and to take account of the views and needs of our stakeholders.

1.5 By planning and monitoring our progress for 2020-2021 we aim not only to contribute to the achievement of the strategic objectives of the 3 Ayrshire Councils but also support our colleagues within Health and Social Care, NHS Ayrshire and Arran, the Emergency Services and a wide range of multi- agency responders. These partners form the core membership of the Ayrshire Local Resilience Partnership (ALRP).

2 Profile

2.1 The Ayrshire Civil Contingencies Team have a responsibility to ensure the provision of the following key requirements on behalf of the 3 Councils;

- Operate an on-call service to provide 24/7 response for Civil Emergencies as the Duty Officer(s) on behalf of any of the affected Councils.
- Prepare a generic Civil Contingencies Response and Recovery Plan for approval and implementation by each of the 3 Councils.
- Maintain an accurate and up to date Emergency Contact Directory for each of the 3 Councils.
- Develop training programmes to ensure key staff within each Council know and understand their emergency roles and are prepared to respond to major incidents and civil emergencies.
- Prepare and maintain Contingency Plans for specific sites, which will also be tested on a multi-agency basis at 3 yearly intervals.
- Maintain a range of plans to cover the response to emergencies of non-site specific risk.
- Support each Council to ensure their Emergency Control Centre is kept in an appropriate state of readiness and is able to operate at short notice.
- Conduct an annual review of the Care for People Guidelines.

2.2 To date the service has been provided within an overall net revenue budget for the team of £179,864 (2019-2020) and is delivered utilising a workforce of 4 FTE.

3 How are we doing?

3.1 We are committed to the use of self-evaluation to assess how we are performing, examining where we have particular strengths which we may wish to build on, and where there is scope for improvement. This is central to each individual team member's Performance Development and Review (PDR) process and will help us embed a culture of improvement within the team.

3.2 Demanding performance targets are set through PDRs to ensure the achievement of outcomes within the Work Plan and these are further articulated through team meetings where assigned activities are monitored and assessed. Prioritising workloads and establishing clear deadlines are key features on the allocation of tasks.

3.3 Performance is tracked and measured using the South Ayrshire Council Performance Management System – Pentana, and new initiatives progressed where any need for improvement is identified. The team are actively supported and encouraged to consider opportunities to introduce new and innovative ways of working.

3.4 There has been an investment in training for the team and officers have the opportunity to attend external events and participate in a range of external or multi-agency forums which help ensure knowledge of best practice in Civil Contingencies.

3.5 Areas identified for improvement are being taken forward and these include the development of online E Learning training in Civil Contingencies to extend the reach and breadth of core skills across a wider range of participants within North, South and East Ayrshire Councils.

3.6 The ACCT successfully sought funding from Scottish Government and initial funds have been awarded to the existing Community Resilience Teams in Ayrshire to assist them procure essential resources. The Council's webpages have links to Ready Scotland, the Scottish Government website which the ACCT use to promote and actively encourage personal, as well as community resilience. Further work to engage with local communities and develop community resilience arrangements is continuing within the 2020-2021 work Plan.

3.7 The ACCT used a customer satisfaction survey to seek the views of their internal and external stakeholders on the civil contingencies services provided to them.

4. The challenges we face

4.1 These are outlined as follows;

- External

An increase in adverse incidents, emergency or weather events stretch existing resources in terms of ensuring that Civil Contingencies responses are well planned and tested. Additional high profile events which rely on Council support also place considerable pressure on available time and expertise.

- Internal

Conflicting priorities and resourcing pressures across a number of service areas can expose gaps in terms of demonstrating a fully corporate approach to the implementation of well embedded Contingency Planning. There can often be challenges in terms of persuading services of the business benefits in preparing and testing contingency plans.

5. Detailed Work Plan

5.1 The strategic outcomes for all 3 Councils are underpinned by having robust processes for risk management and resilience. How we intend to contribute to the successful achievement of the 3 Ayrshires' objectives is set out in the detail in the ACCT Work Plan on the following pages. We have also created performance measures and targets that will be used to evaluate our progress.

6. Governance

6.1 Progress against the Work Plan will be analysed on a quarterly basis by the 3 Council Civil Contingencies Steering Group and reported 6 monthly to the Shared Service Joint Committee. The Service Plan will be developed on an annual basis and subject to approval by the Shared Service Joint Committee.

Work Plan - This following table outlines key contingencies tasks, plans, exercises and events for 2020-21. The ACCT are either leading on these or providing support on their development. The information can be read in conjunction with the *WoSRRP Work Plan,* which is underpinned by 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.

Tasks / Plans /Exercise	Lead	Target Date for completion / Next Review due	Linked to Strategic Objective/ Outcome
Ayrshire Local Resilience Partnership (ALRP) • Provide Secretariat to quarterly meetings • Develop and review ALRP Resilience Direct Pages (extranet)	ACCT	On going	4
Community Resilience (providing advice and support to local community councils)	ACCT	On going	6
Care for People – Emergency Support Centres Guidelines (Review & Exercise)	ACCT	On going	2 & 3
Civil Contingencies Response & Recovery – NAC (Review)	ACCT	Feb 2020	2
Emergency Control Centre Guidelines– NAC (Review & Exercise)	ACCT	Feb 2020	2 & 3
DSM (Dutch State Mining) Nutritional Products External Contingency Plan – Dalry (Review & Exercise)	ACCT	March 2020	3
Emergency Control Centre Guidelines – SAC (Exercise)	ACCT	March 2020	2 & 3
ELearning package for Care for People Awareness (Review)	ACCT	March 2020	2
ELearning package for Civil Contingencies Awareness (Review)	ACCT	March 2020	2
Local Incident Room / Emergency Control Centre – EAC (Training & Exercise)	ACCT	March 2020	2 & 3
Marine Pollution Response Plan - Girvan Harbour (Biannual Notification Exercise)	ACCT	May 2020	3
Shoreline Response (Plan and Beach master Supervisor training)	ACCT	May 2020	
Hunterston B Offsite Contingency Plan (Review and Exercise)	ACCT	May 2020	3
Hunterston B Offsite Contingency Plan (Redacted Version)	ACCT	May 2020	3
Major Accident Hazard Gas Pipelines - Ayrshire Plan (Review and Exercise)	ACCT	May 2020	3
Emergency Contact Directories (biannual updates June and December)	ACCT	June 2020	3
ALRP Disruptive Weather Response Arrangements (Review)	ACCT	Sept 2020	3
Mobile Telephone Privileged Access System (MTPAS) (Annual Review)	ACCT	Dec 2020	4
Chivas Brothers – Balgray and Willowyard (Review & Joint Exercise)	ACCT	Dec 2020	3
Civil Contingencies Response & Recovery – EAC (Review)	ACCT	Dec 2020	2
Civil Contingencies Response & Recovery - SAC (Review)	ACCT	Dec 2020	2
Animal Health MAIRGs (Review)	ACCT	March 2021	3
Marine Pollution Response Plan - Girvan Harbour (Plan & Table Top Exercise Carrick)	ACCT	2020/2021	3
Wm Grants External Contingency Plan (Review & Exercise)	ACCT	2020/2021	3
Chemring, Stevenston External Contingency Plan (Review & Exercise)	ACCT	2020/2021	3
Defence Munitions Beith External Contingency Plan (Review & Exercise)	ACCT	2022/2023	3

Supported Tasks (Review Arrangements/Plan & Exercise)	Lead Agency	Target Date for completion	Linked to Strategic Objective/ Outcome
Community and Business Resilience Sub Group (developing and sharing best practice)	WoSRRP	On going	6
Hunterston B – Training and Exercising Programme	EDF	On going	2
Business Continuity Plans and Exercises	Councils	On going	6
Safety Advisory Group (Event Management)	Councils	On going	3
Training, Exercising and Learning Sub Group (developing and sharing best practice)	WoSRRP	On going	2
Warning and Informing the Public – Media Plans, Websites	Councils	On going	5
CONTEST Implementation Plan – Prepare and Protect Sub Group (6 monthly review)	Police	On going	3
ALRP EU Exit Response Arrangements (new)	Councils	Ongoing	3
Ayr and Troon Harbour Contingency Plans	Assoc Ports	Jan 2020	3
Oil Pollution Response Plan	MCA	March 2020	3
Arran Multi-Agency Response Plan	NHS	March 2020	3
Fuel Disruption Plan - Business Continuity Plans Fleet Management	Councils	March 2020	6
Black Start (total loss of electrical power) *(Workshop and Local Arrangements)*	SPEN /SSEN	March 2020	3
Pandemic Influenza – Community Plan	NHS/HSCP	March 2020	3
Seaport Plan	NHS / EH	March 2020	3
Critical/Significant Infrastructure (new)	Fire	March 2020	2
Ayrshire Safer Shores Initiative Response Arrangements	Police	March 2020	3
Community Risk Register and Risk Preparedness Assessment	SFRS	March 2020	1
Radiation Monitoring Unit Arrangements	NHS	May 2020	3
Kilmarnock FC Contingency Plan (Review and Exercise)	KFC	August 2020	3
Acute Hospital Evacuation Multi-agency Plan	NHS	2020	3
Animal Health – national response arrangements	APHA	2020	3
Ayr Race Course MAIRG (Review and Exercise)	Ayr Race	2020	3
CBRN (Chemical, Biological, Radiological and Nuclear) Arrangements	Fire	2020	3
Major Water Services Incident Arrangements	Sc Water	2020	3
Pandemic Influenza - LRP Plan	NHS	2020	3
WoSRRP Mass Fatalities Arrangements - (Review and Exercise)	WoSRRP	2020	3
Joint Health Protection Plan	NHS / EH	March 2021	3
Pandemic Influenza – Additional Deaths BC Plan	Councils	2021	3
HMP Kilmarnock (Plan & Exercise)	HM Prison	2021	3
Ayr Clinic and Woodland View MAIRG	NHS	2021	3
Glasgow Prestwick Airport Aircraft Diversionary Receipt Plan (Exercise)	Police	2021	3
Barony Universal MAIRG	Barony	2022	3
NATS Prestwick Contingency Plan	NATS	2022	3

Performance Measures and Targets		
Theme	**Improve the way that we work across the 3 Councils by supporting services to embed robust resilience processes; to develop tailored and tested Civil Contingency Plans**	
Key Performance Measures	**Target 2018/19**	**Achieved 2018/19**
Civil Contingencies Plans / Exercises (% completion)	Target 100%	100%
Testing / Training - Stakeholder Feedback	Target 95% positive	96%
Service Evaluation – Customer Complaints	zero	zero
Service Evaluation – Positive Feedback – Stakeholder Survey	Target 95% positive	96%
Key Performance Measures	**Target 2019/20**	**Achieved 2019/20**
Civil Contingencies Plans / Exercises (% completion)	Target 100%	TBA
Testing / Training - Stakeholder Feedback	Target 95% positive	TBA
Service Evaluation – Customer Complaints	zero	TBA
Service Evaluation – Positive Feedback – Stakeholder Survey (biennial)	N/A	N/A

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24 JANUARY 2020

Report by the Acting Head of Roads - Ayrshire Roads Alliance

AYRSHIRE ROADS ALLIANCE

2019/2020 SERVICE PLAN – SIX MONTH UPDATE

PURPOSE OF REPORT

1 The purpose of this Report is to advise the Joint Committee on the progress made to date against the 2019/20 Ayrshire Roads Alliance Service Plan.

RECOMMENDATIONS

2 **It is recommended that the Joint Committee:**

- **i. Notes the progress against the 2018/19 Service Plan presented in this report;**
- **ii. Continues to receive progress updates; and**
- **iii. Otherwise, notes the content of the report.**

MAIN REPORT/MAIN ISSUES

3 The Ayrshire Roads Alliance prepares a Service Plan each year, to provide the appropriate strategy for service delivery.

4 A report detailing the 2019/20 Ayrshire Roads Alliance Service Plan was approved by the Joint Committee on 7 December 2018, and it has subsequently been approved by relevant Committees in East Ayrshire and South Ayrshire Council.

5 Monitoring of the service plan is the responsibility of the Joint Committee. An annual review will also be completed and reported to the relevant Committees in 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 Director-Place responsible for the provision of the roads service within South Ayrshire Council.

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

7 Matters in relation to service performance is closely monitored by both Councils through the Joint Committee.

8 It was agreed at the Joint Committee meeting on 7 December 2018 that a six month progress update on the 2019/20 Action Plan would be presented to a future Joint Committee meeting.

9 The progress report for the 2019/20 Ayrshire Roads Alliance Service Plan is presented in Appendix 1 of this report.

POLICY/COMMUNITY PLAN IMPLICATIONS

10 A well maintained road network will contribute to achieving the Community Plan objectives in relation to Economy & Skills and Safer Communities to maintain good access to our communities within East Ayrshire.

11 The matters referred to in this report contribute to South Ayrshire Council strategic objective of 'Enhanced Environment through Social, Cultural and Economic Activities' and within that to the outcome 'Work with partners to improve roads and other infrastructure, to encourage house building and business investment that sustains local communities'.

LEGAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

13 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 IMPLICATIONS

14 An equality impact assessment is not required as the proposal does not have a differential impact on any of the protected characteristics.

FINANCIAL IMPLICATIONS

15 The Ayrshire Roads Alliance delivers strategic and local services. Budget is provided by East Ayrshire Council, South Ayrshire Council, and other external organisations. Scrutiny arrangements are in place to manage these budgets.

RISK IMPLICATIONS

16 The Service Plan does not expose either Council to an increased risk because the Plan has been developed from existing budgets and existing service commitment.

TRANSFORMATION STRATEGY

17 This Report aligns with the following design principle stated in the "Transformation Strategy 2017-2022".

- "Maximum value for our communities", by ensuring the various elements of the Transport (Scotland) Bill once enacted will improve Transport provision throughout East Ayrshire

Kevin Braidwood
Acting Head of Roads - Ayrshire Roads Alliance

5 November 2019

BACKGROUND PAPERS

The Ayrshire Shared Service Joint Committee, 7 December 2018

LIST OF APPENDICES

Appendix 1	Ayrshire Roads Alliance - Service Improvement Action Plan 2019/20 - Six Month Review

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THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24 JANUARY 2020

Report by the Acting Head of Roads - Ayrshire Roads Alliance

AYRSHIRE ROADS ALLIANCE

DRAFT SERVICE PLAN 2020/21

PURPOSE OF REPORT

1 The purpose of this Report is to seek the Joint Committee approval for the Draft Ayrshire Roads Alliance Service Plan for 2020/21.

RECOMMENDATIONS

2 **It is recommended that the Joint Committee:**

i. Approves the draft Ayrshire Roads Alliance Service Plan for 2020/21,
ii. Requests that officers circulate the confirmed finance budgets for 2020/21 to members of the Joint Committee following release of the final agreed figures,
iii. Requests that a six month progress update is provided to a future meeting of the Joint Committee,
iv. Otherwise, notes the content of this Report.

MAIN REPORT/MAIN ISSUES

3 The first Ayrshire Roads Alliance Service Plan for 2014/15 was approved by Joint Committee on 23 May 2014. As part of all Service Plans it was agreed that the draft Service Plan is approved prior to submission to both East Ayrshire Council and South Ayrshire Council.

4 The draft service plan included in Appendix One provides detail on the current operating position of the Ayrshire Roads Alliance and indicates the position where the Service will be by March 2021.

Details are provided for the activities to be undertaken to achieve these goals through:

- the Improvement Action Plan;
- the Performance Management Framework as approved and updated at every Joint Committee;
- the Risk Register and Report which has established a method of effective management of risk to ensure service improvement through better service

delivery; increased certainty and fewer surprises; more effective and efficient management of resources; reduced waste; and better management at all levels through improved decision-making; and

- the Benefits Realisation Strategy and Plan which sets out how benefits will be tracked and controlled across the fully integrated Roads service and which was approved by the Joint Committee in on 1 May 2015.

5 The Service Plan describes the challenges and the targets for the service.

6 The Service Plan has been prepared in advance of the formal budget setting by East Ayrshire Council and South Ayrshire Council. The Joint Committee will recognise that the level of savings described in the Business Case of £8.634 million requires a reasonable revenue budget profile to be provided.

7 In addition to Revenue Budgets, the Ayrshire Roads Alliance receives budgets from other sources including capital, and grants from the Scottish Government, Strathclyde Partnership for Transport; and other locations including both external to the Council and Council Departments.

POLICY/COMMUNITY PLAN IMPLICATIONS

8 A well maintained road network will contribute to achieving the Community Plan objectives in relation to Economy & Skills and Safer Communities to maintain good access to our communities within East Ayrshire.

9 The matters referred to in this report contribute to South Ayrshire Council strategic objective of 'Enhanced Environment through Social, Cultural and Economic Activities' and within that to the outcome 'Work with partners to improve roads and other infrastructure, to encourage house building and business investment that sustains local communities'.

LEGAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

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

EQUALITY IMPACT IMPLICATIONS

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

FINANCIAL IMPLICATIONS

13 The Ayrshire Roads Alliance delivers 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.

RISK IMPLICATIONS

14 The Risk Register assists 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.

TRANSFORMATION STRATEGY

15 This Report aligns with the following design principle stated in the "Transformation Strategy 2017-2022".

- "Maximum value for our communities", by ensuring the various elements of the Transport (Scotland) Bill once enacted will improve Transport provision throughout East Ayrshire.

BACKGROUND PAPERS

1 Benefits Realisation Strategy And Plan - 1 May 2015 – Joint Committee

LIST OF APPENDICES

1 The Ayrshire Roads Alliance Draft Service Plan - 2019/20

Kevin Braidwood
Acting Head of Roads - Ayrshire Roads Alliance

5 November 2019

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Ayrshire Roads Alliance

Service Plan 2020-2021

December 2019

A Partnership between East Ayrshire Council and South Ayrshire Council

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INTRODUCTION

The Ayrshire Roads Alliance is a shared integrated roads and transportation service which provides the roads service for East Ayrshire Council and South Ayrshire Council.

The Service is delivered with the overall objective of improving the road and transportation service in the East Ayrshire and South Ayrshire areas to move the Ayrshire Roads Alliance to a position that will deliver at least £8.634 million of savings by 2024.

The Ayrshire Roads Alliance is governed by the Ayrshire Shared Service Joint Committee. The Joint Committee has responsibility for all shared Council services in Ayrshire.

The Shared Services Minute of Agreement describes the functions of the Joint Committee as follows:

- making decisions within the confines of the service budget,
- developing and implementing a strategic policy framework,
- co-ordinating, monitoring and reviewing service performance,
- monitoring budget spend,
- considering and approving an annual Service Plan.

In addition, the "Joint Committee Arrangements for the Ayrshire Roads Alliance" document covers those issues that are specific to the Ayrshire Roads Alliance.

The two Councils involved in the Ayrshire Roads Alliance have each appointed four Elected Members to the Joint Committee. Meetings take place as often as required to conduct business, but at least twice per year in line with the terms of the Minute of Agreement.

The Alliance is responsible for all the roads and transportation activities listed in Appendix 2, split between strategic and local delivery, that are the responsibility of East Ayrshire Council and South Ayrshire Council. Both Authorities retain the role of Roads Authority under the Roads (Scotland) Act 1984 - Section 1.

East Ayrshire Council - Strategic Issues

The East Ayrshire Community Plan is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all local Partners. The Plan is the Council's Corporate Plan and covers the 15 years from 2015 to 2030.

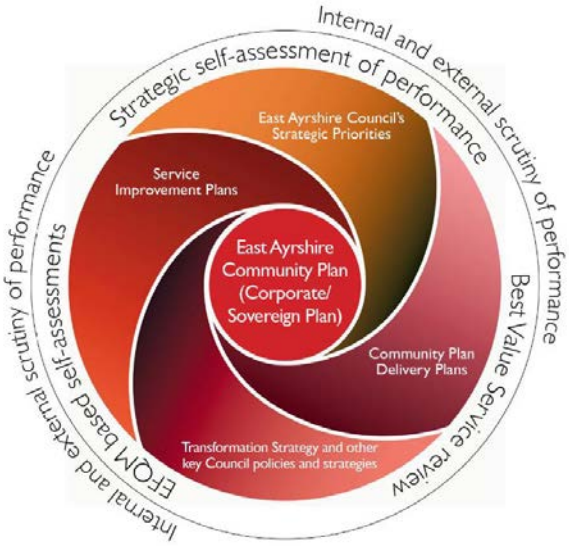
The Vision contained within the Community Plan is shared by all Partners and states that:

> *"**East Ayrshire is a place with strong, safe, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs."***

The Community Plan is implemented through three thematic Delivery Plans - Economy and Skills, Safer Communities and Wellbeing. The Plan is also implemented through the day to day work carried out by services across the Council.

Service Improvement Plans are an essential element of the Council's performance management and improvement framework. They set out the key issues for delivering services in support of the Community Plan Vision and priorities, provide a focus on performance improvement aligned to the Single Outcome Agreement and describe the service specific risks that may impact on the delivery of the Service.

The diagram below provides a graphic representation of the Council's Policy Planning Framework and shows the strategic context within which the Service Improvement Plans sit. In addition it shows the wider Performance Management and Improvement Framework which the Council has adopted to ensure the rigorous scrutiny of performance and drive service improvement across the Council.



South Ayrshire Council - Strategic Issues

The Council Plan 2018-2022 sets out the Council's vision for the next four years, with a focus on **"Our People, Our Place"**. The Plan details the high-level objectives and outcomes to be achieved by 2022.

The Council strategic objectives are:

- Effective leadership that promotes fairness;
- Reduce poverty and disadvantage;
- Health and care systems that meet people's needs;
- Make the most of the local economy;
- Increase the profile and reputation of South Ayrshire and the Council; and
- Enhanced environment through social, cultural and economic activities.

The Council Plan is supported by Plans for the People and Place Directorates, as well as the Health and Social Care Partnership which detail the proposed delivery outcomes.

These plans are the key documents which will provide the foundation to plan and manage services over the next four years.

There are a number of other key strategic documents that will inform the way forward for the Council which include:

South Ayrshire Profile	Demographic, social and economic statistics for the area.
Programme for Effective Governance	Vision for the future direction of the Council.
Directorate Plans	Programming the delivery of the Council Plan
Council Financial Strategy	Five year financial programme to achieve the Council Plan.
Council Asset Management Plan	Use of land and buildings deliver the Council Plan
Corporate Workforce Plan	Workforce planning aligned to business and people strategies.
Local Outcomes Improvement Plan	Focused Community Planning Partnership activity.

The Council Plan commitments will be achieved through:

Culture	Councillors, and staff ensuring a shared set of values that complements the South Ayrshire Way behaviours of positive, respectful and supportive, and underpins the work of the Council.
Governance	Councillors being demonstrably able to carry out effectively their governance and leadership functions, promoting fairness to all both within the Council and across South Ayrshire.
Partnerships	Effective partnership arrangements will reflect the Council's leadership role in community planning.
Locality planning	Establishing arrangements that are clear to residents, effective in their operation, well supported and responsive to community aspirations, and are accountable to all partners.
Place making	Councillors and officers working with communities to create local place plans and setting local priorities, with progress monitored and assessed.
Resources	Ensuring that there is effective engagement, including with communities to ensure that all annual budgeting, workforce planning and capital programmes are targeted to achieve Council Plan aspirations.
Service planning	Ensuring services work together to deliver Council Plan outcomes.
Structure	Ensuring services are structured to deliver Plan outcomes.
Systematic review	Designing systems to eliminate duplication; streamline processes; harness technology; improve online service access; and maximise the potential of our assets and workforce.
Workforce planning	Ensuring a stable and productive workforce, and improved staff consultation outcomes through succession planning, identifiable career paths, reviewed staff welfare provision, flexible work patterns to suit individual, family and community circumstances.
Regulation	Working within regulation to facilitate development, build fruitful networks with business and communities and reach out to residents.
Monitoring and Evaluation	Providing progress reporting, that is meaningful and drives improvement, based on meaningful baseline information and clear measures of success.

The Ayrshire Regional Growth Deal

The three Ayrshire Councils have worked in partnership with other agencies, communities and businesses to secure the first Regional Growth Deal in Scotland. This will see £251.5 million of investment in key assets and key sectors across Ayrshire, underpinned by an ambition to facilitate economic growth across the region. The projects within the Growth Deal offer the best opportunity to attract private sector investment into Ayrshire and to transform the area. It is considered that the various interventions in the Growth Deal will unlock £300 million of private investment and deliver around 7,000 new jobs across a wide range of sectors.

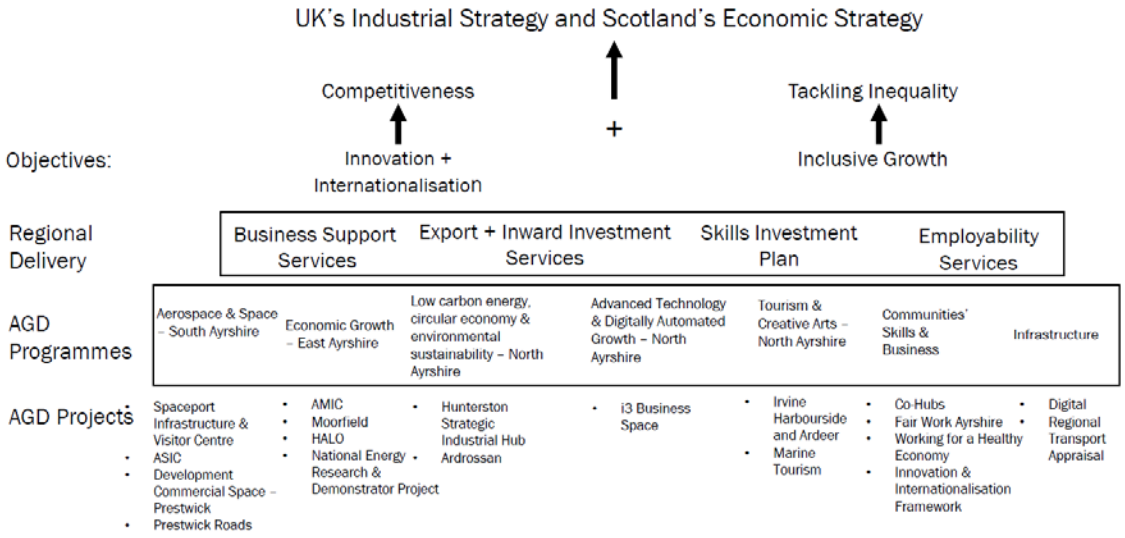
The vision is for Ayrshire to be "**a vibrant, outward looking, confident region, attractive to investors and visitors, making a major contribution to Scotland's growth and local well-being, and leading the implementation of digital technologies and the next generation of manufacturing."**

Project proposals and associated outline business cases have been prepared, reviewed, assessed and refined following feedback received from policy leads with the United Kingdom and Scottish Government and these now form the overall programme business case.

The Heads of Terms for the Ayrshire Growth Deal were signed on 8 March 2019. Partners are now working with Governments to agree the profiling and phasing of projects and the development of full business cases for those projects to commence in 2020.

The figure below illustrates how the Ayrshire Growth Deal programme links to the Governments' objectives of increased growth and prosperity. The programme is based on the achievement of economic growth and inclusive growth with a clear focus on addressing the issues of innovation and productivity, and inequality across the regional economy.

AGD Strategic Framework



There are no transport projects within the current Ayrshire Growth Deal proposals outwith the areas where development is proposed. Connectivity and accessibility are key tenets of the Deal, and transport infrastructure will be essential to securing Ayrshire's economic growth.

Ayrshire Growth Deal - Transport Projects

It is essential that businesses are connected to markets to make Ayrshire more accessible to investors and visitors, and also to ensure communities are connected to employment and training, which is critical overall to securing Ayrshire's economic growth. Transport infrastructure will underpin the Growth Deal proposals and this has been developed to support the proposals as specified in the project business cases.

Ayrshire's key transport routes (road, rail, sea and air) are critical for businesses to enable goods to get to market, our communities to employment and for training opportunities. A number of key route improvements have been identified.

Transport Scotland has agreed to undertake the Regional Transport Appraisal for the Ayrshire Growth Deal area which commenced in early 2019. This work will ensure the appropriate consideration is given to the relevant Growth Deal projects. This work is part of the wider Strategic Transport Projects Review process in which named schemes will be identified. This will be beneficial to the Ayrshire area as it will confirm, the important strategic nature of the various Ayrshire Growth Deal proposals.

The current Strategic Transport Projects Review for the 20 year period from 2012 deals with just road and rail modes of transport. The new Strategic Transport Projects Review to be published by May 2021 will include all modes of travel including active travel and public transport. In addition, this work will develop transport projects outputs at a national, regional and local level.

Projects

The projects will be developed from the Transport Appraisal process. This work will identify the specific infrastructure required to underpin the Growth Deal to ensure the maximum economic benefit from investment is achieved. At this stage the project list is indicative and each will be assessed in line with the agreed objectives as part of the Regional Transport Appraisal for the Growth Deal through transport appraisal work.

- A70 Ayr to M74 link (East Ayrshire and South Ayrshire)
- A737 corridor improvement (North Ayrshire)
- A760 improvements (North Ayrshire)
- B741 Dalry to Saltcoats Link Road (North Ayrshire)
- A77/A77 Bellfield interchange (East Ayrshire)
- A77 Ayr bypass (South Ayrshire)
- A77 Maybole bypass (South Ayrshire)
- Prestwick Aerospace Park access link road (South Ayrshire)
- Glasgow Prestwick Airport station upgrade (South Ayrshire)
- Glasgow to Carlisle (via Kilmarnock) rail upgrades (East Ayrshire)
- Ayrshire freight strategy (including ports) (All)

Our Current Service Resources

Table 1 – The Ayrshire Roads Alliance Assets (as at 31 March 2019)

	EAC	SAC	Total
Number of staff			206
Length of Carriageway (km)	1,207	1,175	2,382
Length of Footways (km)	1,022	940	1,962
Number of Streetlights	20,626	20,105	40,731
Number of Traffic Signals	83	81	164
Number of Council owned bridges	618	360	978
Number of privately owned bridges	115	199	314
Number of gullys	27,692	26,040	53,732
Length of retaining walls (km)	6.8	3.0	9.8
Length of sea defences (km)	Nil	24	24
Piers and Harbours	Nil	1	1
No of depots	1	2	3

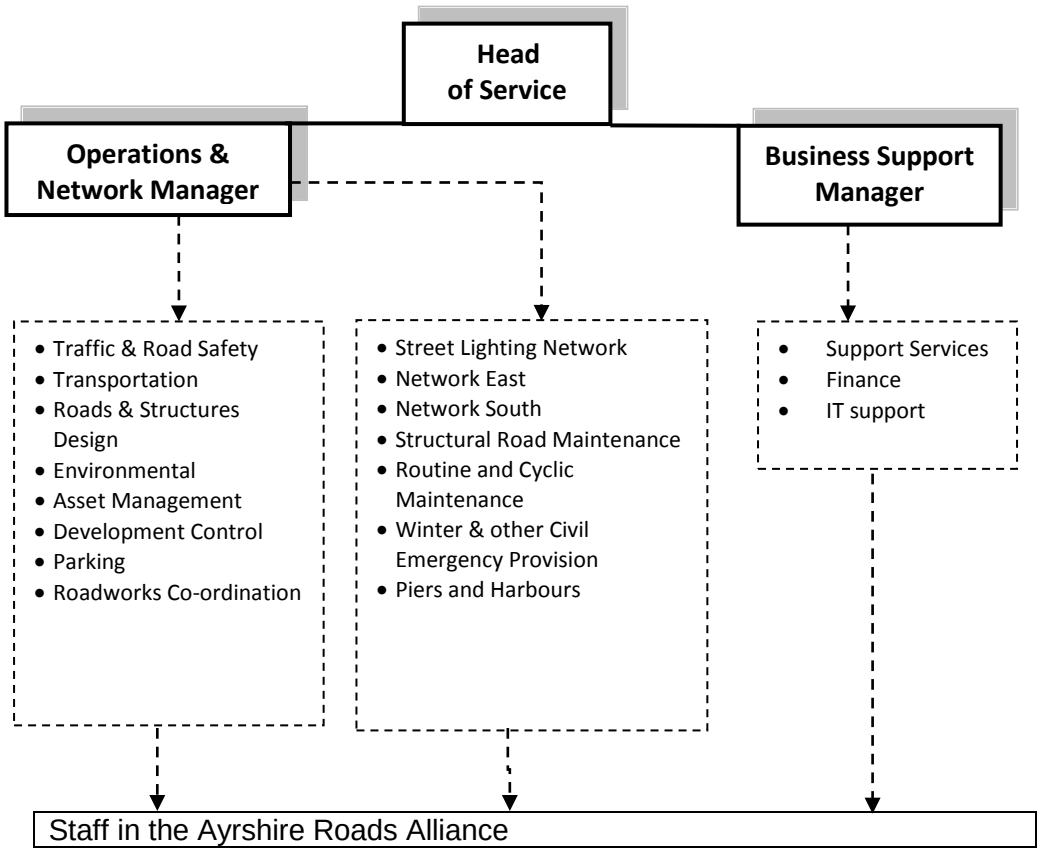


Table 2 – Our Management Team and Staff

Staff, Property and Fleet

The Ayrshire Roads Alliance has depots located at Gauchalland in Galston; Meadowhead in Coylton and Grangestone in Girvan. Offices are located in Kilmarnock, Ayr and at Girvan Harbour. We also have extensive vehicles, plant and equipment to allow our service to be delivered.

There will be an ongoing need for property and accommodation across the area for the Ayrshire Roads Alliance; for vehicle and equipment storage; and maintenance and staff facilities. It is important that property and accommodation is safe, secure, fit for purpose, and strategically placed to minimise the time spent travelling from depot to workplace to maintain the road asset, minimise the associated vehicle wear and tear, and emissions.

From April 2014, the following actions have been taken in relation to property and accommodation:

- Gauchalland Depot - Street lighting operations have moved from Munro Place in Kilmarnock to Galston.
- The street lighting technical team is located at the Johnnie Walker Bond in Kilmarnock which now provides a more centralised service. This involved some staff transferring from Burns House in Ayr.
- The closure of the Underwood Depot in Cumnock has seen staff re-located to the Gauchalland Depot in Galston.
- All salt for the Ayrshire Roads Alliance previously stored in the Underwood Depot is now distributed from the Meadowhead Depot in Coylton.
- A rationalisation of fleet across the Ayrshire Roads Alliance has taken place resulting in a reduction in cost.

Further office developments include staff transferring from the Johnnie Walker Bond to the Opera House in Kilmarnock in Amy 2019; and from Burns House to Wellington Square in Ayr which is currently programmed for early 2020.

Our key messages from this work include:

The Ayrshire Roads Alliance has completed an organisational review which delivers the current management structure which has generated £326,000 of revenue savings per year. This will contribute £2.242 million towards the Business Case savings target of £8.634 million. The Joint Committee agreed to this review on 1 April 2016, and the work was completed during 2017/18. In accordance with good management practice the Alliance will continue to review staff provision, and consider service re-design with further a review to be completed during 2019/20.

The Ayrshire Roads Alliance has completed a depot review which will result in £404,362 of revenue savings by 2024. This included the closure of the Underwood Depot with staff transferring to Gauchalland Depot; and the Munro Place Street Lighting Depot with all street lighting staff now being based in Gauchalland. In accordance with good management practice the Alliance will continue to review depot and accommodation provision.

The Ayrshire Roads Alliance has completed the fleet review which will result in £1,350,699 of revenue savings by 2024. In accordance with good management practice the Alliance will continue to review fleet and plant provision.

Budgets

The Ayrshire Roads Alliance delivers the strategic and local services as stated in this Service Plan and listed in Appendix 2.

The budget to deliver these services is provided from East Ayrshire Council, South Ayrshire Council, and other external organisations.

Most of the budgets for 2020/21 are not yet confirmed and this is reflected in Tables 3 and 4.

Table 1 - Budgets 2019/20

Council	Revenue	Non - Revenue	Total (£m)
East Ayrshire Council	To be confirmed	To be confirmed	To be confirmed
South Ayrshire Council	To be confirmed	To be confirmed	To be confirmed
Total	To be confirmed	To be confirmed	To be confirmed

Table 4 provides the current non-revenue budgets for 2020/21

Table 2- Non-Revenue Budgets

Funding Source	Type/Level of Funding	Annual Budget 2020/21
East Ayrshire Council Carriageway, Footway Street Lighting. Traffic, Transportation & Road Safety. Bridges & Culvert Replacement. Other works	 £1.500m £0.150m £0.250m £0.325m £0.640m £0.075m	 Current approved budget £2.940m at Council meeting of 1 May 2019. Future Capital Budget being considered in February 2020
Scottish Government	Cycling Walking and Safer Streets. Smarter Choices, Smarter Places. Deliver the Local Flood Risk Management Plan. New Cumnock. Grant funding equivalent to 80% of scheme estimate of £6.29 million.	To be confirmed To be confirmed £0.114m Overall grant £4.96m Total £5.074m
Strathclyde Partnership for Transport	General funding	To be confirmed
Sustrans	Projects	To be confirmed
Scottish Timber Transport Group	Projects	To be confirmed
LED Street Lighting Replacement		£3.650m

Funding Source	Type/Level of Funding	Annual Budget 2019/20
South Ayrshire Council Roads Improvement Plan Bridge Works Street Lighting 20mph in Rural Villages Traffic Signals	 £2.500m £0.315m £0.250m £0.075m £0.140m	 £3.280m (Confirmed at Council meeting on 28 February 2019)
Scottish Government	Cycling Walking and Safer Streets. Smarter Choices, Smarter Places. Deliver the Local Flood Risk Management Plan.	To be confirmed To be confirmed £0.084m Total – To be confirmed
Strathclyde Partnership for Transport	General funding	To be confirmed
Sustrans	Projects	To be confirmed
Scottish Timber Transport Group	Projects	To be confirmed

STRATEGIC CONTEXT

EAST AYRSHIRE COUNCIL

The Community Plan 2015 - 2030 includes a Safer Communities Delivery Plan, which sets out the key actions to be undertaken and also measures progress. The Delivery Plan contains three distinct strategic priorities, all of which will be influenced by the activities undertaken by the Ayrshire Roads Alliance. These are:

- Make East Ayrshire a safe, secure and attractive place to live, work and visit.
- Improve community safety in neighbourhoods and homes and protect and support our most vulnerable individuals and families.
- Promote our vibrant communities by encouraging active and responsible citizenship.

Single Outcome Agreement (SOA)

The SOA was reviewed and developed as a key element of the comprehensive review of the Community Plan to ensure alignment with strategic priorities and high level local outcomes. There are a number of National Outcomes which are supported by the activities undertaken by the Ayrshire Roads Alliance. The Community Planning Partnership receives an annual report in September each year at which they are advised of progress against the local outcomes previously agreed.

SOUTH AYRSHIRE COUNCIL –

The Local Outcomes Improvement Plan and Local Place Plans were introduced in 2017. The plan focuses on two strategic themes which emerged from the development process.

- Closing the poverty-related outcomes gap for children and young people in South Ayrshire
- Supporting older people to live in good health

The Plan is supported by a partnership wide focus on four priority areas

- Improving outcomes for looked after children and care leavers
- Providing support for young people who are carers
- Reducing social isolation and loneliness
- Support for people living with dementia and their carers

There will be an effort to improve outcomes for children and older people particularly in the Ayr North and Girvan Glendoune areas, and to identify transferable good practice to be used to support outcomes improvement in other parts of South Ayrshire. The work on progressing this work is taking place within the auspices of the Integrated Children's Services Strategic Delivery Partnerships and the Health and Social Care Partnership and this is supported by appropriate partnership work.

SERVICE PERFORMANCE FRAMEWORK

PERFORMANCE AND BENCHMARKING

The Councils' performance management frameworks operate on a number of levels providing detail on strategic priorities, operational priorities and day to day management information. Within the Ayrshire Roads Alliance, the approach is fully integrated and aligned with the corporate frameworks.

- Strategic (Community Plan and Single Outcome Agreement; and Local Outcomes Improvement Plan)
- Operational Priorities (Council performance indicators)
- Management information (operational statistics, corporate measures of performance)

Strategic Issues

East Ayrshire Community Plan 2015-30. The Community Plan includes three Delivery Plans, which set out the key actions to be undertaken and measures to progress against them. The Delivery Plans contains distinct strategic priorities, which will be influenced by the activities undertaken by the Ayrshire Roads Alliance Service.

Single Outcome Agreement. The single outcome agreement has been reviewed and developed as a key element of the comprehensive review of the Community Plan in 2014/15 to ensure alignment with strategic priorities and high level local outcomes.

Operational Issues

Council Performance Indicators.

The Ayrshire Roads Alliance reports on a number of performance indicators through an electronic Performance Management System. A management framework has been developed, which has been approved by the Joint Committee. The data includes both contextual and performance information thereby allowing statutory returns to be made facilitate benchmarking provide each Council and the Joint Committee with the information they require to monitor performance.

A performance scorecard is produced as an integral part of the Ayrshire Roads Alliance which is reviewed at the monthly Ayrshire Roads Alliance Management Team meetings and reported to every Joint Committee.

This scorecard is used to:

- monitor the progress in meeting the Ayrshire Roads Alliance's objectives;
- help managers to have performance-related conversations with staff;
- identify any problem areas that need addressed.

Performance Management System

Relevant information contained within the Performance Management System is provided for each four week period in a scorecard which is used by the Depute Chief Executive (Safer Communities) and the Head of Service to monitor performance activity and improvement within their respective management team meetings.

SCOTS/APSE Benchmarking Framework

The Society of Chief Officers of Transportation in Scotland (SCOTS) and the Association for Public Sector Excellence (APSE) have developed a series of indicators to utilise SCOTS definitions using a single template.

The Alliance participates in the SCOTS/APSE benchmarking framework through the APSE Annual Return; the SCOTS/Institution of Civil Engineers "state of the network" annual return; and the Scottish Road Maintenance Condition Survey.

Local Government Benchmarking Framework

The Local Government Benchmarking Framework (LGBF) collates information from the APSE Annual Return that is published by the Improvement Service with specific actions to improve performance.

Monitoring and Review

Monitoring of the service plan is the responsibility of the Joint Committee. An annual review will be completed and reported to the Joint Committee and both Councils. The Joint Committee will receive a six monthly update on the Service Plan progress. 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 the Executive Director responsible for the provision of the roads service within South Ayrshire Council.

Scrutiny in respect of the Joint Committee is undertaken by both Councils in accordance with their own processes as set out within their respective Corporate Governance arrangements. Matters in relation to service performance will be closely monitored by both Councils through the Joint Committee.

QUALITY MANAGEMENT AND ASSESSMENT

European Foundation for Quality Management (EFQM) Excellence Model

The European Foundation for Quality Management (EFQM) Excellence Model is a practical self-assessment tool designed to promote continuous improvement within organisations by assessing their performance against concepts of tested and recognised good management practice. The EFQM Model is the cornerstone of Best Value. The service also has an externally accredited Quality Management System.

ENGAGEMENT WITH SERVICE USERS

The Ayrshire Roads Alliance will continue to undertake engagement with relevant service users. This engagement will take a number of forms through informing, consulting, involving, collaborating or empowering our service users.

Through 2020/21 we will continue engagement with our customers to ensure we maximise the involvement of our service users.

CONSULTATION WITH EMPLOYEES

Employee Engagement

The Employee Attitude Survey identified a number of issues to be addressed. Employee engagement will continue through 2020/21, and this will take many forms including management meetings; team meetings and staff forums. The staff forums will take place when important Council or service information requires to be provided to staff. One of the main issues for 2020/21 will the transformation strategy through which both East Ayrshire and South Ayrshire will commence in order to meet the significant and expected budget reductions over at least the next three years.

Trade Union Meetings

The Alliance will continue to engage with the Trade Unions through the established JCC process which involves meetings at a Corporate; Service and work specific level.

RISK, OPPORTUNITIES and CHALLENGES

Risk

The Ayrshire Roads Alliance records risk using a “five by five” scoring matrix, for the risks identified which quantifies the assessment of the likelihood and severity of a particular risk occurring. This information is hosted on the Performance Management System and it is used to understand the impact of proposed controls and mitigations on the overall risk profile. This is a widely used tool in risk management.

The service risk register, and the Corporate Risk Registers, are aligned to the approach of identifying and recording risk, which ensures a consistent approach to service level risk recording. This allows service objectives and priorities, performance measures and service risks to be captured in a single document. These areas are closely aligned, and this approach offers benefits in business planning, service delivery, and performance and risk management.

The risk register for the Ayrshire Roads Alliance is presented to every meeting of the Joint Committee.

There continues to be a number of opportunities and challenges which the Ayrshire Roads Alliance faces over the next twelve months.

Opportunities

The opportunities include the following

- Although the Organisational Review was approved by Joint Committee on 1 April 2016 and implemented during 2017/18, we will continue to review staff provision during 2020/21 as part of service re-design.

- The Plant & Fleet review from June 2016 was implemented immediately. However, with new technology and the need to increase the number of electric vehicles then all plant and fleet will continue to be reviewed during 2020/21.

- The property and accommodation review from November 2016 and all the actions have been implemented. Nevertheless, with more agile and remote working, the Alliance will continue to review these issues during 2020/21, and this will be included as part the developing service re-design.

- The opportunity to continue to make significant revenue budget savings through the replacement of existing street lighting units with LED units cannot be understated. Work commenced in 2018/19 with work programmed to be completed in 2020/21. It is expected that street lighting revenue delivery cost will reduce by more than 50%.

- The developing Ayrshire Growth Deal will allow the provision of strategic transportation projects throughout the whole of Ayrshire with this work being carried out by Transport Scotland as part of the Strategic Transport Projects Review Regional Transport Appraisal work.

Challenges

There are a number of challenges the Ayrshire Roads Alliance will face in 2020/21 which include the following.

External

- There is the potential to increase the utilisation of electric cars and vans to comply with emission standards and the Scottish Government decision to ensure that all new cars and vans are not powered through fossil fuel means by 2032. This will result in the reduction in harmful emissions, and an improvement to air quality.

- The Transport (Scotland) Bill will place increased emphasis on low emission zones; smarter ticketing arrangements; the increased role and powers for the Roadworks Commissioner; the ban on pavement and double parking; the workplace parking levy and the ability for Councils to run public bus services.

- The National Transport Strategy will focus on sustainable, inclusive and accessible transport systems to promote prosperity, health and fairness. The **Sustainable Transport Hierarchy** will be used to inform budgetary decisions with walking first; then cycling; public transport; taxis and shared transport and then the private car. There is a need on many levels for more active travel and public transport use across Scotland. The **Sustainable Investment Hierarchy** will be used to inform budgetary decisions – reduce the need to travel; maintain existing assets; make better use of existing capacity; and finally targeted infrastructure improvements.

- There continues the potential for re-organisation of roads services at a national and local level. The National Transport Strategy has identified the need to focus on increased collaboration, and this was considered through the Roles and Responsibilities Working Group which made recommendations to the Scottish Ministers including that future transport governance arrangements should be on the basis of some form of regional model allowing for variations in approach between different geographic regions; and

- There is the potential for increases in the unit costs of electricity due to ‘green taxes’ and on-going energy costs. The Department of Energy and Climate Change has predicted that electricity prices are likely to double within the next ten years. However, provided the programme for LED lights is approved then the impact of this specific challenge can be greatly reduced.

- Ensure the current Regional Transport Appraisal work aligns with the needs of East Ayrshire and South Ayrshire Council.

Internal

- There are increased austerity measures resulting in need to drive further efficiency savings over and above the £8.634m identified in the Benefits Realisation Strategy & Plan which was presented to Joint Committee on 1 May 2015.

- The need to increase the level of mobile working across the Ayrshire Roads Alliance workforce as a direct result of implementing the Roads Asset Management Plan. This will result in an increase in mobile technology, full use of the WDM Roads Maintenance and Management System, and the decrease in the demand for desk and office space.

- The rise in demand for electricity charging points as a direct result of the greater number of electric vehicles and the Scottish Government initiative to ban the sale of new fossil fuel powered cars and vans from 2032.

- The impact of an aging workforce and the need to ensure an appropriate knowledge transfer and succession planning; and service re-design.

Resilience

- Continue to engage with community councils and community groups to improve local winter and flooding resilience. This allows these groups to take ownership of gritting the footpaths and minor roads; and attend minor flooding events and report them directly to the Alliance for action. The uptake to date has been encouraging with 58 groups involved.

- Potential to decrease requirements for desk and office space due to increase in mobilisation of workforce from the developing Roads Asset Management Plan using the WDM system. This is likely to see an increase in 'hot desking' and access to welfare facilities at key strategic locations throughout the geographical area of the Ayrshire Roads Alliance, through service re-design.

- Improved adverse weather resilience during periods of heavy rain, and severe snow conditions.

- Ensuring improved resilience as a measure of our ability to successfully absorb future changes; to reshape ourselves; and a strategic capability to thrive.

PROFILE OF SAVINGS AND COSTS OVER THE FIRST 10 YEARS

The Ayrshire Roads Alliance will achieve savings of £8.634 million by 2024.

This represents a saving on the costs to deliver the service when comparing the first year with later years. Table 5 has been extracted from the Detailed Business Case, and this shows the various costs/savings to be delivered. The reason for the variations in year one to year four is due to set up costs. In practice, these set up costs may be spread over a longer period to mitigate any operational risks. This may impact on when consequential savings are realised.

Continual updates on progress and targets will be contained within the service plan, and reported to the Joint Committee when required.

This savings will enable Councils to take individual decisions, either to bank their share of the savings, or to invest some or all in additional roads maintenance.

Strategic Delivery Savings for each Council are now calculated by considering a smaller group of core strategic delivery staff and that their costs are apportioned on a budget spend profile basis, in line with local delivery budget spend plus the actual capital expenditure in that specific year.

Local Delivery Savings are pro rata to the existing budgets.

Table 5 – Ayrshire Roads Alliance Total Revenue Savings

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	
Proposed Savings (£m)	0.696	-0.426	-0.730	-1.049	-1.187	-1.188	-1.187	-1.188	-1.187	-1.188	-8.634
Savings to date (£m)	0.696	-0.441	-0.971	-1.315	-1.768						
Total Proposed Savings (£m)	0.696	0.270	-0.460	-1.509	-2.696						
Total Actual Savings to date (£m)	0.696	0.255	-0.715	-2.031	-3.799						

To date savings of £3.799 million have been realised from a target of £2.696 million. This is £1.103 million ahead of target.

The Benefits Realisation Strategy and Plan has provided the framework for achieving the £8.634 million of savings by 2024.

The Benefits Realisation Strategy and Plan

- Ensures benefits are identified and also defined at the outset, and appropriately linked to the East Ayrshire and South Ayrshire Council's strategic objectives.

- Ensures relevant business areas are prepared to realising their defined benefits.

- Reduces the risk of unrealistic optimism in the Detailed Business Case and subsequent benefits realisation dilution or delay during or after potential implementation.

- Drives the process of realising benefits, including benefits measurement, tracking and recording benefits as they are realised.

- Uses the defined, expected benefits as a roadmap for the programme, providing a focus for delivering change.

AYRSHIRE ROADS ALLIANCE IMPROVEMENT ACTION PLAN 2020/21

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Continue to use the integrated Roads Asset Management Plan across the Ayrshire Roads Alliance.	There is one Asset Plan for the Service delivering a risk based approach for full service delivery	Operations & Network Manager	March 2021	SCOTS RAMP3 Project. Development work is ongoing with staff attending various external workshops to progress this work.
2	Continue to prepare details for developing an integrated Local Transport Strategy.	A Strategy covering both Council areas, which will involve consultation with stakeholders. Information will be gathered to inform the future Local Transport Strategy. Continue to contribute to the Scottish National Transport Strategy, Regional Transport Strategy and Strategic Transport Projects Review work.	Head of Service	December 2021	The National Transport Strategy work is developing; and responses from both East Ayrshire and South Ayrshire were submitted by the end of the consultation period. The Regional Transport Strategy, through SPT, has just commenced on which the Alliance has Board membership. The Local Strategy will be created as an appendix to the RTS when this is published in 2021
3	Action the Flood Risk Management Plan	Complete schemes and undertake studies. Inform the next national cycle of potential flood risk management schemes beyond 2022.	Head of Service	March 2021	Continue with construction of new Cumnock Phase 2. Continue design work on the Irvine Valley Work. Continue with flood study works for the River Ayr, River Doon and in Girvan.
4	Improve the condition of the road network.	Improve annual roads survey results which are part of the SRMCS work. Ensure the Alliance undertakes more proactive maintenance.	Head of Service	Site works will be undertaken throughout 2020/21.	Key dependencies are the Road Improvement Plans to be approved by the relevant Committees in East Ayrshire and South Ayrshire in spring 2020. Progress is provided to members, and relevant Committees.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
5	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. Provide appropriate traffic management schemes and initiatives.	Traffic & Road Safety Manager	March 2021	Scottish Government and SCOTS guidance is used. A key dependency is the Road Improvement Plans which are presented to Cabinet and Leadership each year.
6	Improve the condition of the bridge stock.	Improve bridge condition index. Reduce the number of weight restricted bridges. Complete all general, special and principal bridge inspections.	Design & Environment Manager	March 2021	Through the Road Asset Management Plan. Key dependencies are Road Improvement programmes approved by Committees in East Ayrshire and South Ayrshire in spring 2019. Deliver the capital and revenue programmes.
7	Manage and improve the street lighting asset and install energy efficient lighting schemes.	Maintain high standard of fixing dark street lights. Complete the LED lighting replacement programme in both East Ayrshire and South Ayrshire.	Operations & Network Manager	March 2021	Through the Road Asset Management Plan, with additional funding being provided to commence the LED programme. At present performance is 35% of streets lights are now LED in EAC; and 55% in SAC. On target for completion within timescales.
8	Maximise and deliver externally funded sources of work	Identify external funding sources and deliver work on time and on budget. Improve infrastructure; and contribute to improving the condition of the network.	Head of Service	Works will be undertaken throughout the 2020/21.	External sources, including Timber Transport, SUSTRANS, SPT - Regional Transport Partnership, CWSS - Cycling Walking and Safer Streets.
9	Prepare Service Plan	Publish	Head of Service	Annual	East Ayrshire Council Community Plan. South Ayrshire - Local Outcomes Improvement Plan and Local Place Plans. Draft Plan to be submitted to Joint Committee in December 2020.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
10	Continue to review insurance costs and insurance issues.	Review current practices to minimise insurance costs.	Head of Service	March 2021	Ayrshire Roads Alliance Monthly Insurance Report. There is good dialogue with the Risk & Insurance to ensure our work improves the number of repudiated claims. The number of claims has greatly reduced due to the implementation of the new Code of Practice.
11	Review Depots and Accommodation	Continue to review in 2020/21 from initial work was completed in 2017.	Business Support Manager	March 2021	Joint Committee Reports of November 2016. Although initial work has been completed we continue to strive to make depot and accommodation cost savings.
12	Review vehicle and plant costs	Continue to review in 2020/21 from initial work was completed in 2017.	Operations & Network Manager	March 2021	Joint Committee Reports of June 2016 The service continues to review fleet requirements with the most recent improvement being on the management of vehicle utilisation
13	Monitor and exercise Business Continuity Plans	Improved resilience. Incorporate fuel shortage scenario in this year's work.	Business Support Manager	Review and update following relevant local and national events.	Existing East Ayrshire and South Ayrshire Council plans
14	Continue to use the Roads Costing System to its full potential.	Improve service performance from both an on-site and financial perspective.	Business Support Manager	March 2021	Revised roads costing system was fully operational from November 2018. The system continues to be used to monitor performance.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
15	Support and contribute to the Ayrshire Growth Deal	Transport Summit has taken place and outcomes are included in the National Transport Strategy, Regional Transport Strategy and the Strategic Transport Projects Review.	Head of Service	March 2021	The Transport Appraisal being led by Transport Scotland commenced in January 2019. We continue to engage with Transport Scotland to ensure the Ayrshire Growth Deal transportation work is included in Strategic Transport Projects Review work.
16	Regional Transport Strategy	Successfully contribute to the preparation of this work being led by SPT. The Alliance has Board representation.	Head of Service	March 2021	SPT documents and existing Regional Transport Strategy Work is on-going with the completion date for the RTS of early 2021.
17	Regional Transport Appraisal	Ensure the various projects identified as part of this work are included in the Strategic Transport Projects Review.	Head of Service	March 2021	Transport Scotland documents Work is on-going with the completion date for the STPR of May 2021.
18	National Transport Strategy	East Ayrshire and South Ayrshire Councils contribute to this process to ensure the sustainable transport hierarchy and sustainable investment hierarchy are delivered.	Head of Service	March 2021	In recognition of the anticipated increase in Active Travel work, it is proposed that a member of staff is dedicated directly to this work.
19	National Transport Strategy – review of Governance	East Ayrshire and South Ayrshire Councils contribute to this process to ensure that the outcome/output meets the needs of the road users/communities in both Council areas.	Head of Service	March 2021	National Transport Strategy

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
20	Transport (Scotland) Bill -	East Ayrshire and South Ayrshire Councils contribute to this process to ensure the work provides the best outcome for road users in both Council areas.	Head of Service	March 2021	Transport (Scotland) Bill
21	Transport (Scotland) Bill -	East Ayrshire and South Ayrshire Councils contribute to this process to ensure a pragmatic approach is taken in delivering the pavement parking ban in both Council areas.	Head of Service	March 2021	Transport (Scotland) Bill and Transport Scotland Parking Standards working group

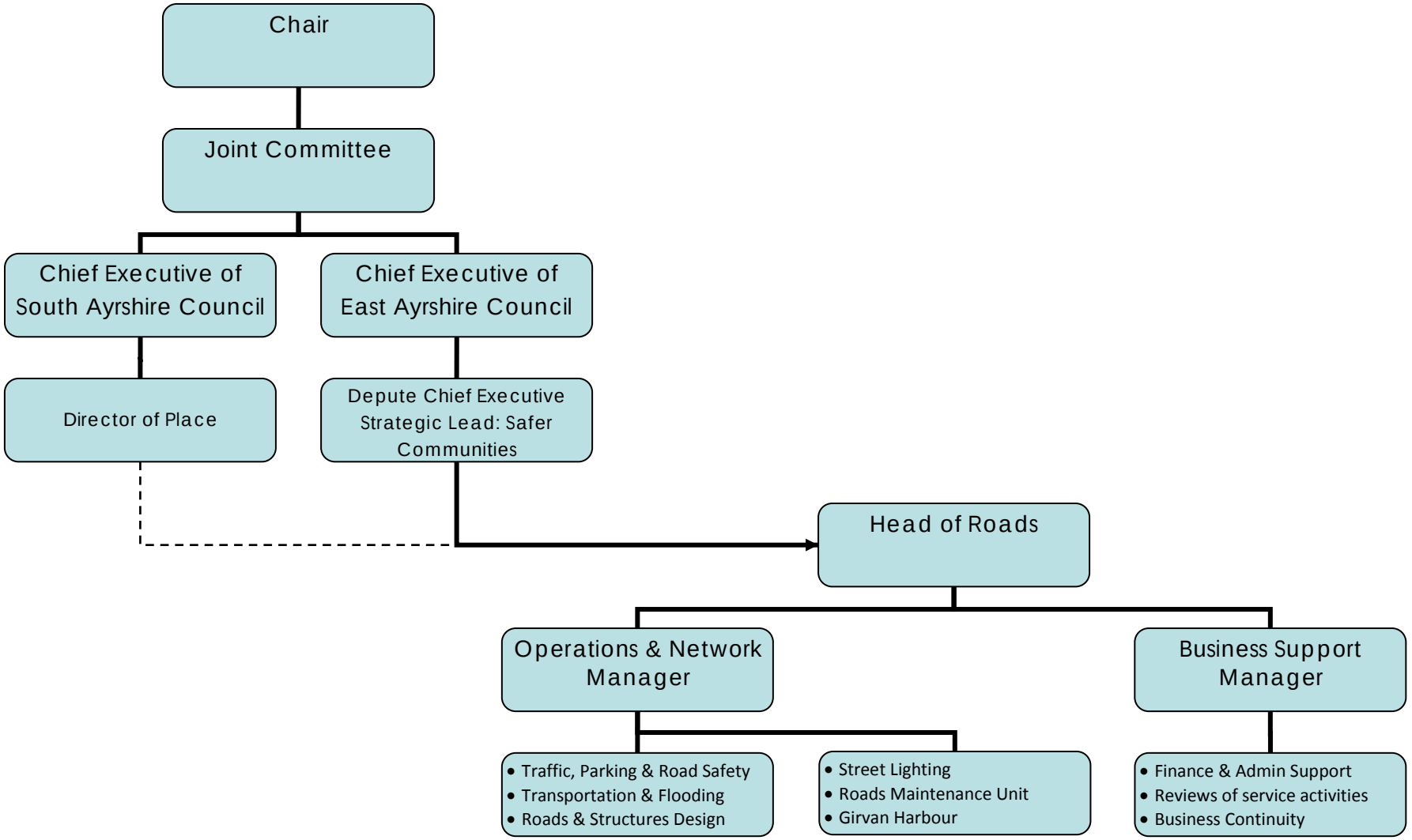
East Ayrshire Council Strategic Priorities

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Progress and complete the New Cumnock Flood Protection Project	Complete the flood prevention projects at the Leggate and beside the Afton Water.	Design & Environment Manager	November 2021	East Ayrshire Council and Scottish Government funding. The Leggate stage of the works was completed in August 2018 with the Afton Water phase expected to commence in spring 2020 with completion in 2021.
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Design & Environment Manager	March 2021	East Ayrshire Council and Scottish Government Funding. Continue with work on studies for the Irvine Valley, Dalrymple, Catrine and Dalmellington through the financial year.
3	Support and contribute to the Ayrshire Growth Deal	Stimulate economic growth and address inclusive growth concerns. Contribute to infrastructure projects which are being developed through the Regional Transport Appraisal work being led by Transport Scotland.	Head of Service	March 2021	The all Ayrshire Transport Appraisal being led by Transport Scotland commenced in January 2019. We will continue to engage with Transport Scotland to ensure the Ayrshire Growth Deal transportation work is included in Strategic Transport Projects Review work.
4	Transformation Strategy 2	Continue to provide a high quality roads service within decreasing available budgets. Includes service re-design work.	Head of Service	March 2021	East Ayrshire Council reports to various Committees. Work has commenced and will continue through 2020/21.

South Ayrshire Council Strategic Priorities

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Implementation of car parking strategy for South Ayrshire.	Complete this work with improved parking provision and management.	Operations & Network Manager	March 2021	A full review of car parking provision in South Ayrshire is being undertaken at present and this will be presented to the relevant South Ayrshire Council Committee.
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Design & Environment Manager	March 2021	Flood study work in the Girvan area is progressing and a report will be presented to the relevant South Ayrshire Council Committee.
3	Support and contribute to the Ayrshire Growth Deal	Stimulate economic growth and address inclusive growth concerns. Contribute to infrastructure projects which are being developed through the Regional Transport Appraisal work being led by Transport Scotland.	Head of Service	March 2021	The all Ayrshire Transport Appraisal being led by Transport Scotland commenced in January 2019. We will continue to engage with Transport Scotland to ensure the Ayrshire Growth Deal transportation work is included in Strategic Transport Projects Review work.
4	20mph speed restrictions in villages	Progress with the 20mph speed restrictions in all villages. Maintain engagement with the local communities.	Operations & Network Manager	March 2021	Complete project work.
5	Anticipated Budget Reductions in 2019/20	Continue to provide a high quality roads service within decreasing available budgets. Includes service re-design work.	Head of Service	March 2021	South Ayrshire Council reports to various Committees.

APPENDIX 1 – ORGANISATIONAL CHART



APPENDIX 2 – SPLIT BETWEEN STRATEGIC AND LOCAL 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.	

AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24 JANAURY 2020

Report by the Acting Head of Roads - Ayrshire Roads Alliance

SUBJECT: AYRSHIRE ROADS ALLIANCE ROADWORKS PROGRAMME 2019/20

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 2019-2020.

RECOMMENDATIONS

2. **It is recommended that Joint Committee:**

(i) Notes the Ayrshire Roads Alliance works progress for 2019/20,
(ii) Otherwise, notes the contents of this Report

BACKGROUND

3. The East Ayrshire Council programme for the roads asset management investment programme for 2019/20 was approved on 1 May 2019. A three year LED street lighting replacement programme commenced in April 2018 which will increase the current number of LED units from around 25% towards 100%.

4. The available East Ayrshire budgets for 2019/20 are £4.75 million for carriageways; footways £0.150 million; street lighting £0.250 million; traffic & road safety £0.265 million; bridges £1.4 million; CWSS (Cycling Walking and Safer Streets) £0.199 million; Smarter Choices, Smarter Places £0.112 million; SPT £1.42 million; and Sustrans funding is still to be confirmed.

5. The South Ayrshire Council Road Improvement Programme for 2019/20 was approved by Leadership Panel on 14 May 2019. A two-year LED street lighting replacement programme commenced in April 2018. This will increase the current number of LED units from around 30% towards 100%.

6. The available South Ayrshire budgets for 2019/20 are £2.5 million carriageway resurfacing; street lighting £0.250 million; LED Lighting £3.85 million; 20mph infrastructure for rural villages £0.260 million; bridges £0.240 million; CWSS £0.184 million; Smarter Choices, Smarter Places £0.103 million; Sustrans £0.680 million; and SPT £0.355 million; Girvan Harbour

£0.300 million; Traffic Signals £0.140 million and Newton Coastal Protection £0.146 million.

DETAIL

7. The programmes for 2019-2020 are contained within Appendix One and Two. The Ayrshire Roads Alliance understands the need to monitor and manage the extensive programme of works for 2019-20. For the road, surfacing schemes in East Ayrshire and South Ayrshire two weekly programme meetings are chaired by the Network & Operations Manager and attended by the Head of Roads and other relevant operational staff. For the traffic, road safety, structures and externally funded schemes, four weekly meetings are chaired by the Operations Manager and attended by the Head of Roads, Traffic & Road Safety Manager, Design & Environment Team Manager and other relevant operational staff.

8. A two weekly update is provided to all elected members in East Ayrshire and South Ayrshire togetherwith an update for Corporate Communications.

9. Scottish Timber Transport bids have been successful for U759 Dalmellington £0.066 million, A713 £0.223 million (now complete) and for the U27 Deils Elbow £0.117 million (now complete).

10. 20mph schemes for rural villages in South Ayrshire are ongoing with designs complete for;

- Barrhill - two further meetings held with the Community Council who requested and they are provided with additional information on speed-activated signals as per the A75 Springholm model. No further action other than 20mph variable message signs at village extremities plus implementation of the 20mph TRO for submission to the Regulatory Panel.

- Colmonell – design complete and second Community Council meeting held on 22 January 2019. No further action at this village other than a reduced speed limit and 20mph variable message signs at village extremities and 20mph TRO for submission to the Regulatory Panel.

- Minishant – design complete and presentation meeting held with Community Council on 29 January 2019. Design approved work and programmed with 20mph TRO for submission to the Regulatory Panel.

- Crosshill, Straiton and Kirkmichael – design complete and presentation meeting held on 26 February 2019. No further action following consultation.

- Dailly - design complete and presentation meeting with Community Council held on 6 March 2019. Design approved works programmed with 20mph TRO for submission to Regulatory Panel.

- Kirkoswald, Maidens and Turnberry - design complete and presentation meeting held on 26 March 2019. Awaiting feedback from Community Council. Operations Manager has contacted them for a decision.

- Pinwherry – design complete, further consultation held meeting attended on the 15 August 2019 with minimal works requested in the form of variable message signs at village extremities with 20mph TRO for submission to Regulatory Panel.

- Dundonald - Design approved works to be programmed with 20mph TRO for submission to Regulatory Panel.

- Barr speed survey work is ongoing.

- Dunure speed survey complete and design commenced.

- Monkton design complete and further consultation meeting held on 17 October 2019.Awaiting feedback from wider community.

- Request from Tarbolton Community Council to proceed with design following initial consultation.

11. The LED replacement programme for East Ayrshire has commenced in the Doon Valley with Dalmellington complete; New Cumnock complete and Patna complete. Our contractor - SSE have completed 100% of the replacement programme in Drongan, Ochiltree and Dalrymple. Mauchline, Catrine and Sorn 95% are complete. Replacement work to commence in Auchinleck and Cumnock. Overall programme delivery is 33.9% complete.

12. The LED programme for South Ayrshire has commenced with works complete in Maidens, Tarbolton and Annbank. Works are on-site in Prestwick, Maybole, Girvan and Troon and Ayr Phase 2.Design work is underway for Ayr Phases 3 and 4.Issues have been identified with lighting level at Girvan and Prestwick and these are being re-visited to check levels and amend design where applicable. The overall programme delivery is 55% complete.

POLICY/COMMUNITY PLANNING ISSUES

14. A well-maintained road network will contribute to achieving the Community Plan objectives in relation to Economy & Skills and Safer Communities to maintain good access to our communities within East Ayrshire.

15. The matters referred to in this report contribute to the South Ayrshire Council strategic objective of ‘Enhanced Environment through Social, Cultural and Economic Activities’ and within that to the outcome of ‘Work with partners to improve roads and other infrastructure, to encourage house building and business investment that sustains local communities’.

LEGAL IMPLICATIONS

16. By virtue of the relevant statutory provisions, principally detailed within the Roads (Scotland) Act 1984, the Council as local roads authority is required to manage and maintain all publicly adopted roads within its area other than those which are maintained and managed by the Scottish Ministers.

HUMAN RESOURCES IMPLICATIONS

17. The work programmes have direct impact on human resources and the Alliance will ensure all works are suitably resourced to maintain satisfactory progress.

EQUALITY IMPACT IMPLICATIONS

18. An equality impact assessment is not needed because the proposal does not have a differential impact on any of the protected characteristics.

FINANCIAL IMPLICATIONS

19. 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.

RISK IMPLICATIONS

20. The Ayrshire Roads Alliance Risk Register is reviewed and presented to every Joint Committee.

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

TRANSFORMATION STRATEGY

22. This Report aligns with the following design principle stated in the "Transformation Strategy 2017-2022".

- "Maximum value for our communities", by ensuring the various elements of the Ayrshire Roads Alliance improves transport provision throughout East Ayrshire.

Kevin Braidwood
Acting Head of Roads - Ayrshire Roads Alliance
4 January 2020

BACKGROUND PAPERS

East Ayrshire Council Cabinet Report - 2019/20 Roads Asset Management Plan – Investment and Programme - 1 May 2019

South Ayrshire Council Leadership Panel Report - Road Improvement Plan 2019/20 - 14 May 2019

LIST OF APPENDICES

Appendix 1 - Ayrshire Roads Alliance South Ayrshire Programme 2019/20

Appendix 2 - Ayrshire Roads Alliance East Ayrshire Programme 2019/20

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Key for Materials Column

Abbreviation	Description
DBM	Dense Bitumen Macadam
DBM Enriched	Dense Bitumen Macadam with enriched bitumen binder.
AC/10	10mm close graded Bitumen Macadam
HRA	Hot Rolled Asphalt (& Pre-coat)
55%	55% High Stone Content Asphalt
30/14 F	30% Hot Rolled 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 - South Ayrshire Council- Ayrshire Roads Alliance

Carriageway Structural Maintenance Programme 2019/20

Route No	Town	Description	Work Type	Estimated Cost	Cost to date	Variance +/-	Comments	Status
A719	Ayr	Main Street/King Street	Resurfacing	£101,400	£98,697	-2%		Complete
Uncl	Ayr	Carrick Ave	Resurfacing	£72,105				On Hold Coal Tar
Uncl	Ayr	Boswell Park	Resurfacing	£59,800	£53,353	-10%		Complete
A713	Ayr	Castlehill Road	Resurfacing	£47,190	£73,161	+55%	Works extended due to further deterioration	Complete
Uncl	Prestwick	Marina Road	Resurfacing	£51,480	£46,764	-9%		Complete
B741		Straiton to Junction Rowantree Toll	Resurfacing	£185,250	£258,577	+40%	Works extended due to further deterioration	Complete
B734		Barr / Pinmore	Resurfacing	£127,205	£141,325	+11%		Complete
B7049	Troon	Templehill	Resurfacing	£147,290	£91,782	-38%	Savings due to design change	Complete
A759	Troon	Portland Street, Troon	Resurfacing	£56,560	£142,627	+152%	Funding realigned due to works postponement	Complete
B743		Mossblown/Mauchline	Resurfacing	£109,440	£105,502	-4%	(From Hannah to A77)	Complete
B744		B744 Garden Street/Tarbolton - Council Boundary	Resurfacing	£56,340	£64,578	+15%	Works extended due to further deterioration	Complete
A79	Prestwick	Main Street	Resurfacing	£89,908	£106,375	+18%	(Kirk Street to Kyle Street) Additional costs due to overnight works	Complete
Uncl	Prestwick	Waterloo Road	Resurfacing	£41,366	£55,733	+35%	(No 15 to Ayr Rd and No 76 to Adamton Rd) Works extended due to further deterioration	Complete
A70		Ayr/Coylton	Resurfacing	£94,202	£76,388	-19%	(B744-Roodlea	Complete
A719	Ayr	Sandgate	Resurfacing	£68,302	£102,168	+50%	Additional works and overnight working	Complete

C74		McNairston Road Phase 1	Resurfacing	£75,000	£145,829	+94%	(Crem -B742 screeding) Various Edge strengthening required	Complete
A719		Maidens / Ayr Phase 1	Resurfacing	£166,250	£282,881	-10%	Fisherton to Bottom of Hill at Lagg Farm Drumshang to Fisherton Merged into one contract	Complete
A719		Maidens / Ayr Phase 2	Resurfacing	£133,000	£1,100			
B734		B734 Hawkhill Road/Old Dailly - A77(T) Roundabout	Resurfacing	£127,205	£141,325	+11%	B734	Complete
U66		South Balloch	Screed	£85,950	£71,952	-16%	Barr to Junction U25 overlay + screed Phase 1	Complete
Various	Various	Cattle Grid Replacement Programme		£20,000	£20,000	-	Various	Complete
		Estimated Total		**£1,986,730**				

South Ayrshire Council - Ayrshire Roads Alliance

Footway Programme 2019/20

Route No	Town	Location	Description	Estimated Cost	Costs to date	Variance +/-	Comments	Status
Uncl	Troon	St Meddans Street Troon		£17,052				Programmed
Uncl	Dundonald	Cochrane Avenue		£9,585				Programmed
Uncl	Troon	Cessnock Road		£13,905				Programmed

Uncl	Mossblown	Sloan Avenue		£15,030				Programmed
Uncl	Ayr	Alderston Avenue		£18,900				Programmed
Uncl	Mossblown	Mossbank Place		£8,123				Programmed
Uncl	Ayr	St Andrews Street Phase 1		£39,750				Programmed
Uncl	Ayr	Mount Charles Crescent 1		£33,930				Programmed
B741	Straiton	Main Street		£17,679	£13,172	-25%		Complete
C421	Girvan	The Avenue		£28,740	£37,816	+32%		Complete
		Estimated Total		**£202,694**				

South Ayrshire Council-Ayrshire Roads Alliance

Lighting Programme 2019/20

Route No	Town	Description	Work Type	Estimated Cost	Costs to Date	Variance +/-	Status
Uncl	Prestwick	Calveston Rd/Outdale Ave	Lighting replacement & Infrastructure Improvement	£150,000	Final Measure		Complete
Uncl	Troon	Templehill Incl Bank Street	Lighting replacement & Infrastructure improvement	£50,000	Final Measure		Complete

Uncl	Mossblown	Arcon Avenue	Lighting replacement & Infrastructure improvement	£50,000	Final Measure		Complete
		Estimated Total		**£250,000**			

South Ayrshire Council-Ayrshire Roads Alliance

LED Lighting Programme 2019/20

Route No	Town	Description	Costs to Date	Variance +/-	Status
-	Prestwick Phase 1	LED Replacement	Final Measure		Complete
-	Prestwick Phase 2	LED Replacement	Final Measure		Complete
-	Troon Phase 1	LED Replacement	Final Measure		Complete
-	Troon Phase 2	LED Replacement	Final Measure		Complete
-	Girvan/Maybole	LED Replacement	Final Measure		Complete
-	Ayr Phase 1	LED Replacement	Final Measure		Complete
-	Ayr Phase 2	LED Replacement	Final Measure		Complete
-	Ayr Phase 3	LED Replacement			Design
-	Ayr Phase 4	LED Replacement			Design
-	Coylton	LED Replacement	Final Measure		Complete
-	St Quivox /Mossblown/Annbank/Dundonald	LED Replacement	Final Measure		Complete

-	Dundonald	LED Replacement	Final Measure		Complete
-	Symington	LED Replacement	Final Measure		Complete
-	Barrhill	LED Replacement	Final Measure		Complete
-	Craigie	LED Replacement	Final Measure		Complete
-	Kirkoswald	LED Replacement	Final Measure		Complete
-	Minishant	LED Replacement	Final Measure		Complete

South Ayrshire Council- Ayrshire Roads Alliance

Traffic and Transportation Programme 2019/20

Calculated Funding Totals	Sub-Bid	Total Bids	Project Description	Stage	Bid Status	Costs to Date	Variance +/-	Status
SPT	£50,000	£355,000	Alloway to Burton Underpass	Enabling works and PU diversions	Confirmed			Meeting with Sustrans 27/8/19
	£25,000		A77(T)/ Doonholm Road	Construction	Confirmed			Design Complete awaiting approval from Transport Scotland
	£50,000		Dundonald to Barassie link	Detailed Design/ Pre-construction	Confirmed			Detail Design
	£100,000		Access for all review - Coylton	Detailed Design/ Construction	Confirmed			On site
	£80,000		Loans to Troon Railway Station	Detailed Design/ Construction	Confirmed			Meeting with Sustrans 27/8/19
	£50,000		Ayr & Prestwick SQP - bus infrastructure imps	Design/ Construction	Confirmed			Detail Design
Sustrans – Places for Everyone	£50,000	£680,000	Alloway to Burton Underpass	Enabling works and PU diversions	Prospective			
	£50,000		Access for all review -	Detailed Design	Prospective			Detail

			Dunure					Design
	£20,000		Annbank to Mossblown Shared Use Link	Feasibility/ Concept Design	Prospective			
	£10,000		A78 Underpass at Dutch House	Feasibility/ Concept Design	Prospective			Meeting with Sustrans 27/8/19
	£10,000		Longhill Avenue Link Path	Feasibility/ Concept Design	Prospective			
	£100,000		Access for all review - Coylton	Detailed Design/ Construction	Prospective			Detail Design
	£60,000		Prestwick Placemaking	Engagement/ Detailed Design	Prospective			
	£80,000		Loans to Troon Railway Station	Detailed Design/ Construction	Prospective			Meeting with Sustrans 27/8/19
	£50,000		Dundonald to Barassie link	Detailed Design/ Pre-construction	Prospective			Detail Design
	£250,000		A759 Footway Enhancements (Loans to Barassie)	Construction	Prospective			
SCSP	£103,000	£103,000	Active Travel Hub, Year 5	Ongoing Project Delivery	Confirmed			Ongoing
CWSS	£184,000	£184,000	To provide match funding to a number of the projects listed above	Various	Confirmed			
ESTIMATED TOTAL		**£1,322,000**						

South Ayrshire Council - Traffic and Transportation Signal Replacement 2019/20

Signal No	Town	Description	Work Type	Estimated Cost	Costs to Date	Variance +/-	Status
SAS40/1	Troon	Barrassie Street/Portland Street Junction	Signal Replacement	£55,000	Final Measure		Complete
SAS41	Troon	Ayr Street/Portland Street	Signal Replacement	£55,000	Final Measure		Complete
SAP3	Ayr	Dalmellington Road/ Kincaidston	Signal Replacement	£29,700	Final Measure		Complete
		Estimated Cost		**£140,000**			

South Ayrshire Council - Ayrshire Roads Alliance

Structures Capital Programme 2019/20

Route No	Town	Description	Work Type	Estimated Programme Cost	Costs to Date	Variance +/-	Status
C2/10		Bridge of Coyle	Bridge Strengthening	£180,000	£2,146		Programmed for September
U28/10		Drumlanford Bridge	Bridge Strengthening	£50,000	£31,562	-36%	Complete
		Newton Shore	Coastal Protection	£146,000	£108,279		Additional works
		Girvan Harbour	Sheet Piling	£300,000	£2,515		Tender to be re-issued due to

							received tender being over budget
			Estimated Cost	**£796,000**			

APPENDIX 2 Carriageway Structural Maintenance Programme 2019/20

Road	Type	Location	Estimated Cost	Costs to Date	Variance +/-	Status
A713	Rural	A713 Polnessan	£36,792	Final Measure		Complete
A713	Rural	Dalmellington Road, Waterside to Patna	£182,427	Final Measure		Complete
A713	Rural	Carsphairn Road, Dalmellington	£102,251	Final Measure		Complete
A71	Urban	A71 Newmilns to C133 to King Street	£70,518			Programmed
A70	Rural	A70 at Coalhall to U74 Bardarroch	£613,000	£460,365	-24%	Complete
A70	Rural	A70 from South Section of the U751 Tardoes Darnhunch, Muirkirk				
A736	Rural	North Ayrshire Boundary to A735 Dunlop Road	£306,600	Final Measure		Complete
A736	Rural	Lochlibo Road, Lugton	£39,858	Final Measure		Complete
A736	Rural	Lochlibo Road, Lugton	£99,645	Final Measure		Complete
A735	Rural	A735 from U29 Halket to U21 Brockwellmuir, Lugton	£70,518	Final Measure		Complete
A735	Rural	A735 at Clerkland Junction, Stewarton	£106,084	Final Measure		Complete
A735	Rural	A735 from B769 at Wardhead, Stewarton	£90,447	Final Measure		Complete

A735	Rural	A735 from Kirkton Road to C117 Kilmarnock/Stewarton, Kilmaurs	£30,660			Programmed
A735	Urban	A735 Kilmaurs Road, Kilmarnock Western Road to C117	£105,777			Programmed
A719	Rural	A719 from A76 at Crossroads	£306,600			Programmed
B730	Rural	B730 at Stair to South Ayrshire Boundary at Stair	£132,000	Final Measure		Complete
B730	Rural	B730 from Drongan to Knockshinnoch	£144,000	Final Measure		Complete
B713	Rural	B713 From B705 near Catrine to C65 South Logan, Catrine	£21,600	Final Measure		Complete
B7037	Rural	B7037 from Galston to Sornhill, Galston	£333,900	£288,066	+15%	Complete
B743	Rural	Ayr Road, Mauchline	£189,000	Final Measure		Complete
B7037	Rural	B7037 from Galston to C103 Galston	£333,900	£288,063	-13%	Complete
B778	Urban	Vennel Street, Stewarton	£24,318			Programmed
B7038	Urban	Glasgow Road, Castle Drive to Knockinlaw Road, Kilmarnock	£44,604			Programmed
B7072	Urban	Hurlford Road, Kilmarnock	£157,920	Final Measure		Complete
C83	Rural	C83 from B730 to B7046	£236,376	Final Measure		Complete
C65	Rural	C65 from B713 to B705	£125,496			Partially Complete

C97	Rural	C97 Skares/ Orchardton from A70 near Ochiltree to B7046, Ochiltree	£112,812	Final Measure		Complete
C77	Rural	C77 Netherlands/Drumdroch from B744 at Drumdroch to A76(T) near Bargower, Galston	£112,266	Final Measure		Complete
C76	Rural	C76 Lawersbridge from B744 to B7037 near Crosshands, Mauchline	£103,698	Final Measure		Complete
C61	Rural	C61 Darntaggart/Brentwood from A70 to B7046 Near Skares, Ochiltree	£311,447	£246,772	-21%	Complete
U37	Rural	U37 Milton from New Farm Loch to A719 at Loudoun Castle, Galston	£81,060	Final Measure		Complete
U30	Rural	U30 East Newton from A719 to U33 Woodhead, Newmilns	£138,138	Final Measure		Complete
U1	Rural	U1 Galston Moor from U2 Branfield to C104 Sornhill/Newmilns, Newmilns	£288,000			Programmed
U55	Rural	U55 Threepwood & Cairnhill from C104 at Sornhill to U56 Meikle Carleith, Galston	£107,784			Programmed
U56	Rural	U56 Meikle Carleith from B7037 to U1, Galston	£176,316			Programmed
U56	Rural	U56 Meikle Carleith from B7037 to U1, Galston	£26,040			Programmed
U77	Rural	U77 Boghead from U719 Whitehill to U723 Friendlesshead, Galston	£66,024			Programmed
U732	Rural	Station Road, Mauchline	£103,227	£127,556	+23%	Complete
	Urban	Hamilton Avenue, Mauchline				
	Urban	Alexander Terrace, Mauchline				

	Urban	Auld Avenue, Mauchline				
	Urban	Mill Road, Newmilns	£16,643	Final Measure		Complete
			£5,024,258			

Appendix 2; Footway Structural Maintenance Programme 2019/20

Section	Street Name	Location	Environment	Estimated Cost	Costs to Date	Variance +/-	Status
Auchinleck	Beechwood Avenue	No. 2 Beechwood Avenue to No. 21 Boswell Drive	Residential	£10,240			Programmed
Cumnock	McQueen Avenue	Cul-de-sac	Residential	£10,560			Programmed
Cumnock	Hearth Place	Emrys Avenue to Car Road	Residential	£20,672			Programmed
Cumnock	Glaisnock Street	Greenholm Road to Paper Shop	Commercial	£5,400	Final Measure		Complete
Catrine	Montgomerie Street	Shawlands Street to Sorn Street Both Sides	Residential	£11,520			Programmed
Mauchline	Nursery Lane	Whole Street	Residential	£12,800			Programmed
Mauchline	Loch Road	At 116	Residential	£2,880	Final Measure		Complete

Ochiltree	Douglas Brown Avenue	No. 2 to No. 32	Residential	£12,416	Final Measure		Complete
Ochiltree	Mauchline Road	No. 28 to No. 46	Residential	£10,240	Final Measure		Complete
Ochiltree	Gallowlea Avenue	Main Street to Broom Crescent	Residential	£7,360	Final Measure		Complete
Kilmarnock	Loreny Drive	No 91 to No 171	Residential	£29,156	Final Measure		Complete
Kilmarnock	Moorfield Avenue	Full length	Residential	£13,320			Programmed
Kilmarnock	Moorfield Avenue	Full Length	Residential	£13,320			Programmed
Kilmarnock	Western Road	Railway Bridge to Hill Street	Commercial	£43,660	Final Measure		Complete
Kilmarnock	West Netherton Street	Armour Street to Mill Street	Commercial	£7,680			Programmed
Dunlop	Kirkland Road	No. 25 to Allanvale	Residential	£2,880			Programmed
Dunlop	Main Street	Kilkland Road to A735	Residential	£9,600			Programmed
Stewarton	Nether Robertland Area	Albert Court/Cairnduff Place Area	Residential	£36,000			Programmed
New Cumnock	Loch View	A76 to No. 46	Residential	£4,992			Programmed
New Cumnock	Loch View	A76 to No. 5	Residential	£17,920			Programmed

APPENDIX 2: Environmental Improvement Programme

Year	Project	Description of Works	Benefit	Estimated Cost
2019/20	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
2020/21	Craigie Avenue, Kilmarnock	Form Lay-by - street parking bays	Improve environment and road safety by reducing on street parking problems.	£15,000
Future Years	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
Future Years	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
Future Years	Hillcrest, Bellsbank, Dalmellington Parking Bays	Form 6 No Off-Street parking bays	Improve environment and safety by reducing on street parking problems.	£15,000
Future Years	North Hamilton Place Kilmarnock, parking bays.	Additional Parking Area	Improve environment and road safety by reducing on street parking problems.	£8,000
Future Years	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

APPENDIX 2: Street Lighting Programmes 2019/2020

Location	Estimated Cost	Costs to Date	Variance +/-	Status
Catrine, Sloan Street, John Street, James Taylor Avenue and Fourfields	£70,000	£70,000	-	Complete
New Cumnock, Polquheys Rd, Lochview Area	£50,000	£50,000	-	Complete
Dalmellington, Macaterick Drive and Shalloch Place	£40,000	£40,000	-	Complete
Dunlop, Allanvale Area	£55,000	£55,000	-	Complete
Auchinleck, Barony Road/Auchinleck Road Cumnock	£35,000	£55,000	-	Complete
Total	£250,000	£250,000		

East Ayrshire Council-Ayrshire Roads Alliance

LED Lighting Programme 2019/20

Route No	Town	Description	Costs to Date	Variance +/-	Status
-	Stewarton	LED Replacement			Programmed
-	Kilmaurs	LED Replacement			Programmed
-	Fenwick/Waterside/Moscow	LED Replacement			Programmed
-	Dunlop	LED Replacement			Programmed
-	Croosshouse	LED Replacement			Programmed
-	Galston	LED Replacement			Programmed
-	Newmilns	LED Replacement			Programmed
-	Darvel	LED Replacement			Programmed
-	Muirkirk	LED Replacement			Programmed
-	Hurlford	LED Replacement			Programmed
-	Kilmarnock Ph1,2 &3	LED Replacement			Programmed

APPENDIX 3: Bridge and Culvert Strengthening Programme

Structure Reference	Structure Name	Proposed Works	Estimated cost	Costs to Date	Variance +/-	Status
	Bridge Strengthening and Replacement					
U22/10	Burnfoot Bridge, near Darvel	Replacement – Consultant appointed to undertake design; land acquisition required. Construction future year programme	£36,000			Design
U26/10	West Clerkland Bridge, near Stewarton	Replacement – currently closed to traffic; near tender ready; land acquisition to be concluded. Construction funded over two Financial years	£210,000			Design
B730/10	Littlemill Bridge, near Rankinston	Replacement - near tender ready; land acquisition to be concluded; construction in future year programme	£12,000			Design
A71/280/C80	Mathews Burn Culvert, West Donnington St, Darvel	Replace section of culvert below West Donnington Street; design ongoing and near tender ready, land acquisition to be concluded	£4,000			Design
A735/20	Brackenburn Bridge, near Kilmaurs	Replacement of boundary bridge – East Ayrshire Council lead authority; water main diverted in advance and contract awarded with site start May 2019. North Ayrshire Council funding 50%	£89,598	£67,619	-24%	On Site
Various	Investigative Works	Topographical and Ground Investigation works at future proposed bridge replacement locations and various other slope failure sites on the road network	£10,000			Programmed
C108/00/C44	Gateside Farm Culvert	Replacement - Design	£10,000	£6,735	-32%	On Site
U32/10	Clearmount Bridge	Bridge refurbishment – currently closed to traffic; consultant appointed to undertake design. Construction in Financial year	£200,000			Design

U15/10	Assloss Bridge	Contract awarded and works started March 2019	£75,000	£74,388	-0.8%	Complete
U40/01/CG07	Muir Burn Cattle Grid, Hareshawmuir Road	Replacement - design in 2019/20 and construction in future year programme	£20,000			Tender
U40/04/CG08	Carlin Stone Cattle Grid, Hareshawmuir Road	Replacement - design in 2019/20 and construction in future year programme	£20,000			Tender
A70/40	Coyle Bridge, near Coalhall	Drainage repairs and scour protection to abutments	£12,000			Programmed
U3/20	Braidley Bridge	Strengthening and masonry repairs - design in 2019/20 and construction in future year programme	£40,000			Design
A735/130/C58	Gills Burn Culvert, Dunlop	Part deck replacement and Retaining Wall Repairs - design in 2019/20 and construction in future year programme	£10,000			Programmed
U45/10	Kirkland Bridge, Springside	Replacement of boundary bridge - North Ayrshire Council is lead authority. East Ayrshire Council funding 50% in 2019/20	£70,000			Programmed
F/DARV/10	Waterhaughs Footbridge, Darvel	Replacement - future year programme	£20,000	£12,260	-38%	On Site
C90/35/CG02	Craig Farm Cattle Grid	Replacement - (Design by Alliance and funded by Afton Wind Farm developer; constructed in 2019/20)	Nil			Design
	Upgrade Works identified from inspections					
B705/10/C91	Cowan Place Culvert, Catrine	Masonry repairs/scour repairs - future year programme				Programmed
B705/20	Shellies Bridge, Catrine	Scour repairs; masonry training wall repairs – future year programme				
B705/10/C37	Mill Lead Culvert	Strengthen/infill - future year programme				

A71/300	Priestland Bridge	Retaining Wall strengthening – design in 2019/20	£20,000			Design
U764/10	Glenmuir Bridge	Take down and rebuild damaged masonry parapet and other masonry repairs	£48,000			Tender issued
U/NEWM/46C	Isles Burn Culvert, Newmilns	Site works substantially complete	£35,000			On site
A70/130/W31	Thornwood Wall, Lugar	Replacement - Design in 2019/20	£30,000			Design
	Queens Crescent Retaining Wall repairs, Newmilns	Near tender ready; site access to be confirmed - future year programme	£120,000			Tender received
	Galston to Newmilns Cyclepath – River Irvine erosion	Emergency Armour Rock works	£33,016			On Site
	B741 Coal Glen Embankment Slip, near Dalmellington	Contractor appointed to undertake ground investigation which starts April 2019. Remedial works to be determined and funded from future year programme.	£55,000			Design
A735/60/C84	Lochridge Culvert, Near Kilmaurs	Masonry and drainage repairs - future year programme				Programmed
B705/20/C68	Smithy's Culvert, near Catrine	Replace with box units - future year programme				Programmed
B741/40/C79	Polmathburn Bridge, near Dalmellington	Replace damaged deck slabs - future year programme				Programmed
W/NCUM/10	Burnside Retaining Wall, Burnside	Replacement of retaining wall	£60,000			On Site
	Parapet Upgrades					
A713/90	Dunaskin Bridge, Waterside	Widening to create footway - design ongoing - future year programme				Design

C125/00/C36	Spout Lynn Bridge, near Stewarton	Masonry arch refurbishment including upstream parapet	£40,000			Design
A735/20	Victoria Bridge, Kilmarnock	Consultant appointed to prepare design & tender documents to replace substandard vehicle parapets; deck expansion joints; and paint superstructure. Design in 2019/20 and works in future year programme	£20,000			Design
B743/80	Cleuch Bridge, Sorn	Upgrade of parapets - future year programme				Programmed
A713/70/C53	Drumgrange Bridge, near Patna	Pressure point arch barrel and other masonry repairs - future year programme				Programmed
	Rail Incursion					
C23/10	Rigg Road Rail Bridge, Cumnock	Safety fencing - future year programme				Programmed
		TOTAL	**£1,417,000**			

APPENDIX 4; Traffic, Transportation and Road Safety Programmes 2019/20

(i) Road Safety Programme

Town/Route	Location	Comments	Costs to Date	Variance +/-	Status
A71/B7064	Moorfield Roundabout	Review of signing and road markings			Design
Kilmarnock	A735 Kilmaurs Road at Ashdale Road	Junction review			Design
Galston	B7037 Titchfield St junction with Riverside Road	Junction review			40mph at A71 Galston – studs and road markings awarded to Markon, B7037 junction to be reviewed
B730 Drongan	Burnbrae	Speed reduction measures			2 no. speed activated warning signs to be installed. Locations identified, order to be placed
A713	North of Polnessan	Accident investigation & prevention measures			
Hurlford	A71/B7073 roundabout	Junction review			Site survey undertaken. Proposals being developed
Stewarton	Cutstraw Road	Speed reduction measures and pedestrian facilities			Design in progress

					(Atkins). Local consultation to be undertaken before Dec 2019. Implementation prior to 31/03/20
A70 Lugar	Lugar village	Speed reduction measures			Local consultation being undertaken
Auchinleck	Barony Road	Speed Limit extension and bus stop lighting improvements			Design
Various	Various locations	Minor low-cost safety schemes to be implemented to deal with emerging problem locations.			Dalmellington – signing and lining works completed A735 Dunlop – signing works completed

(ii) Safer Neighbourhoods

Town	Location	Details	Costs to Date	Variance +/-	Status
Knockentiber	B751 through village, including Plann Road and Barr Avenue	New 20mph zone for whole village. Improved gateways and upgrading of existing traffic calming			On Site
Patna	Dallowie Road	Traffic calming measures			Works to be undertaken December 2019
Hayhill & Sinclairston	Through both communities	Traffic management and footway improvements.			Speed limit order consultation underway local scheme consultation in progress – responses due by 21/11/19 [40mph speed limit on C83 between Hayhill & Sinclairston.Changes to 30mph speed limit in Sinclairston. Priority system traffic calming in Hayhill, VAS signage in Hayhill & Sinclairston Footway alterations not possible due to land constraints]

(iii) Rural Route Action Plans

Route	Location	Costs to Date	Variance +/-	Status
B778	B778 Fenwick to Stewarton Route Study			Tender Brief

(iv) Cycling, Walking and Safer Streets (CWSS)

Location	Project	Costs to Date	Variance +/-	Status
B7081 Irvine Road, Kilmarnock	Install Toucan crossing to facilitate safe crossing between Bonnyton area and Annanhill park.			Design commissioned to prepare design and tender documents
B7038 Dean Street, Kilmarnock	Install Puffin crossing near Campbeltown Avenue to replace previously removed Zebra crossing			Consultant finalising design and tender docs by Dec 2019. Installation planned for Feb/Mar 2020
B7073 London Road, Kilmarnock	Measures to facilitate safer pedestrian crossing opportunities			PV2 does not justify formalised pedestrian crossing facility. Dropped kerb refuge island designed. Elected member consultation underway
Various	Zebra crossing upgrades	Final measure		Mauchline PS Zebra crossing upgrade complete
Fenwick	Footpath upgrade, street lighting, and crossing point at Fenwick Primary School			Scheme on hold pending decision

				being taken on location for new ECC in Fenwick.
Crookedholm	Grougar Road localised road widening and Main Rd/Grougar Road traffic signals			Public advert for crossing complete – no objections. Final design and tender preparation in progress (Atkins) Road widening at design stage. PU trial pits in progress. Implementation anticipated March 2020
Various	Feasibility study to investigate potential community links identified within the Community-Led Action Plans			On hold – linking to Place Making maps being prepared by Planning & Regeneration team

AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24 JANUARY 2020

Report by the Acting Head of Roads - Ayrshire Roads Alliance

AYRSHIRE ROADS ALLIANCE RISK REPORT AND REGISTER

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.

RECOMMENDATIONS

2. **It is recommended that the Joint Committee:**

   i Notes the risk register presented in this report;
   ii Continues to receive updates on progress; and
   iii Otherwise, notes the content of the report.

BACKGROUND

3. 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.

MAIN REPORT/MAIN ISSUES

4. 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.

5. The resulting revised risk register is contained in Appendix 2.

   The following risks have been updated since the last Joint Committee Report

   45 – Brexit

   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].

POLICY/COMMUNITY PLAN IMPLICATIONS

6. A well maintained road network will contribute to achieving the Community Plan objectives in relation to Economy & Skills and Safer Communities to maintain good access to our communities within East Ayrshire.

7. The matters referred to in this report contribute to South Ayrshire Council strategic objective of 'Enhanced Environment through Social, Cultural and Economic Activities' and within that to the outcome 'Work with partners to improve roads and other infrastructure, to encourage house building and business investment that sustains local communities'.

LEGAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

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

EQUALITY IMPACT IMPLICATIONS

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

FINANCIAL IMPLICATIONS

11. The Risk Register facilitates 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.

RISK IMPLICATIONS

12. The Risk Register assists 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.

TRANSFORMATION STRATEGY

13. This Report aligns with the following design principle stated in the "Transformation Strategy 2017-2022".

- "Maximum value for our communities", by ensuring the various elements of the Ayrshire Roads Alliance improves transport provision throughout East Ayrshire.

Kevin Braidwood
Acting Head of Roads – Ayrshire Roads Alliance
21 December 2019

BACKGROUND PAPERS

None

LIST OF APPENDICES

1. Risk Register Scoring Matrix
2. Ayrshire Roads Alliance Risk Register

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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.

KEY	
RED	X
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 CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	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	21/12/19	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 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 , as applicable.	2	4 [T]	8 !	AMBER	Head of Roads – Ayrshire Roads Alliance	21/12/19	Continuation of public support will be dependent on outcomes, though expect some mixed reaction.
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 budget could lead to the deterioration in the roads network, an increase in accidents, and insurance costs.	3	5 [C]	15 X	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 partners Councils to advise on further resource and funding requirements.	3	3 [C]	9 !	AMBER	Head of Roads – Ayrshire Roads Alliance	21/12/19	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 of 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	2	2 (T)	4 !	GREEN	Head of Roads – Ayrshire Roads Alliance	21/12/19	The new service is over four years old and it is considered that the initial transfer of the shared service has been completed. Nevertheless there will always remain issues on transfer issues which may still arise.

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	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 X	RED	< 3 yrs	Risk Mitigation	Robust and test 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 homeowners/occupiers, subject to available resources & sufficient advanced warning from the weather forecasts.	3	5 [C]	15 X	RED	Head of Roads – Ayrshire Roads Alliance	21/12/19	It is not possible to forecast where these conditions will occur, and therefore 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 X	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	21/12/19	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.
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 X	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 the 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	21/12/19	Rolling programme established to ensure ongoing Health and Safety training. Appropriate and applicable checks are conducted on all new drivers to ensure that all reasonable precautions are taken to safeguard the 'O' licence, insurance payments and reputation. The service has extended the use of external companies to provide the winter service to increase resilience
8	Personnel Shortage	Loss of trained and competent personnel including operatives and drivers due to flu pandemic, mass resignation, strike action and breach of Working Time Directive and Driver Hours Legislation	5	5 [T]	25 X	RED	< 3 yrs	Risk Mitigation	Procedures are in place to manage a short / medium disruption of Technical / Supervisory Personnel including re-assignment of duties and overtime working as required. Over long term there would be recruitment / procurement of the necessary experience to fill the gaps.	1	4 [T]	4	GREEN ✓	Head of Roads – Ayrshire Roads Alliance	21/12/19	We consider overall risk is low due to a combination of recruitment and selection to fill existing vacancies. In addition there is increased resilience form the external service providers for winter

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
9	Council's Waste Transfer Licence	Loss off / restrictions on waste transfer licence for all depots	3	3 [C]	9 !	AMBER	< 3 yrs	Risk Mitigation	Robust management systems and procedures in place to comply with Environmental legislation, permit conditions and health and safety	1	3 [C]	3	GREEN ✓	Head of Roads – Ayrshire Roads Alliance	21/12/19	We consider the overall risk is low, due to the current waste management systems in operation.
10	Failure to provide an adequate Roads Inspection System	Failure to provide an adequate Risk based approach and Inspection System in accordance with the approved, Inspection Manual: Road Safety Inspections and defect categorisations.in accordance with the Well-Managed Highway Infrastructure: A Code of Practice.	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	21/12/19	Following implementation of the Inspection Manual: Road Safety Inspections and defect categorisations from 1st April 2019 in accordance with the Well-Managed Highway Infrastructure: A Code of Practice the Ayrshire Roads Alliance a) Inspects the entire road network within East Ayrshire and South Ayrshire, with performance in relation to the percentage of safety inspections carried out within the timescale being reported to the Joint Committee under the Performance Scorecard standing item on the agenda. b) Categorise defects in accordance with a risk based approach ranking defects one to four as detailed in the Inspection Manual: Road Safety Inspections and defect categorisations c) Issue repair lines for defects on carriageways and footways with target response times determined by the category of defect, as identified in the Inspection Manual: Road Safety Inspections and defect categorisations d) Complete the vast majority of Category 1 defects within the target response time of two hours.
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	21/12/19	The staff numbers are reviewed whenever there are significant changes in staffing level. The Ayrshire Roads Alliance has Modern

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
																Apprentices who are providing a strong foundation for future staffing levels.
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 and Road Safety facilities within East Ayrshire and South Ayrshire.	2	5 [T]	10 !	AMBER	Head of Roads – Ayrshire Roads Alliance	21/12/19	The overall risk is high due to the unknown nature of such an incident and because of the potential reputational damage and adverse effect on the service delivery, including discharge of statutory responsibilities.
13	Benefits Realisation	Ayrshire Roads Alliance does not deliver the expected benefits outlined in the Detailed Business Case of June 2013.	2	5 [C]	10 !	AMBER	4 to 10 yrs	Risk Mitigation	Benefit Realisation Plan to track the delivery of each benefit and take corrective action where appropriate it has been developed.	2	3 [C]	6 !	AMBER	Senior Management Team	21/12/19	The overall risk is medium due to the various reviews outlined in the Benefits Realisation Strategy and Plan now progressing towards fruition. Internal management reports to be prepared reflecting on progress against Benefits Realisation Strategy. As at 1 April 2018 had realised budget savings of £2.031m against a target of £1.510m
14	Performance	Performance Metrics are missed.	2	5 [C]	10 !	AMBER	< 3 yrs	Risk Retention	A Performance Scorecard has been developed which has been communicated to all staff and stakeholders and is used to monitor performance and take appropriate corrective action.	2	5 [C]	10 !	AMBER	Senior Management Team	21/12/19	Performance metrics are reviewed and developed with the Pentana system being used to review performance. Performance is reviewed at every Management Meeting.
15	Transfer to Shared Services – Ayrshire Roads Alliance	Ayrshire Roads Alliance cannot get partners to agree and follow standardised processes.	2	5 [T]	10 !	AMBER	< 3 yrs	Risk Retention	A standardised operational process and procedures has been developed to ensure efficient and effective processes and verification measures are in place.	1	4 [T]	4 !	GREEN	Senior Management Team	21/12/19	To date all developed procedures have been standardised across the Alliance, but further development is in hand.
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	Standardised operational processes and procedures have been developed to ensure efficient and effective processes and verification measures are in place.	1	5 [C]	5 !	AMBER	Senior Management Team	21/12/19	Managed Risk.
17	Programme Management	Programme scope, schedule, objectives, cost and deliverables are not clearly defined or understood.	3	5 [C]	15 X	RED	< 3 yrs	Risk Prevention	Clear definition of scope, schedule, objectives, cost, and deliverables through Service Improvement Plan, Benefits Realisation Strategy & Plan, and Customer Service Strategy.	1	5 [C]	5 !	AMBER	Senior Management Team	21/12/19	Managed Risk.
18	Programme Management	Estimating and / or scheduling errors.	3	5 [C]	15 X	RED	< 3 yrs	Risk Prevention	A Programme Plan has been developed which illustrates key activities, team, timing, milestones, and delivery of products.	1	5 [C]	5 !	AMBER	Operations Manager	21/12/19	Managed Risk.

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
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	Operations Manager	21/12/19	
20	Programme Management	Lack of co-ordination / communication	1	5 [T]	5 !	AMBER	< 3 yrs	Risk Prevention	Programme co-ordination and communication conducted in accordance with Programme governance structure and in accordance with PRINCE 2 principles.	1	3 [T]	3 ✓	GREEN	Business Support Manager	21/12/19	Managed risk, hence reducing.
21	Programme Management	Underestimated support resources or overly optimistic delivery schedule.	3	5 [C]	15 X	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	Operations Manager	21/12/19	Introduction of the appropriate Project Management software to deliver a unified programme across the Ayrshire Roads Alliance whilst utilising plant / resources efficiently.
22	Programme Management	Unresolved Programme conflicts not escalated in a timely manner.	3	5 [T]	15 X	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	Operations Manager	21/12/19	Managed Risk.
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	Operations Manager	21/12/19	Managed Risk.
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	Operations Manager	21/12/19	Managed Risk.
25	Programme Management	Delay in earlier Programme phases jeopardises ability to meet programmed delivery commitment.	2	5 [T]	10 !	AMBER	< 3 yrs	Risk Mitigation	Incorporate delays within updated Programme Plan and minimise impact on delivery of products through parallel processes when feasible.	1	5 [T]	5 !	AMBER	Operations Manager	21/12/19	Managed Risk.
26	Programme Management	Communication Strategy to engage public awareness not planned on a joint Ayrshire basis	2	5 [T]	10 !	AMBER	< 3 yrs	Risk Prevention	Ensure that a robust Communication Strategy and response network is developed during planning stages of Programme which incorporates sufficient key review stages to ensure effective communication of key messages regarding deliverables and progress.	1	3 [T]	3 ✓	GREEN	Head of Roads, Ayrshire Roads Alliance	21/12/19	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	Operations Manager	21/12/19	Managed Risk.
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	1	5 [C]	5 !	AMBER	Head of Roads, Ayrshire	21/12/19	Managed Risk.

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
									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.					Roads Alliance		
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	Head of Roads, Ayrshire Roads Alliance	21/12/19	Managed Risk.
30	Programme Management	Affordability of future service payments.	2	5 [C]	10 !	AMBER	< 3 yrs	Risk Prevention	Ensure that East Ayrshire Council and South Ayrshire Council 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 and South Ayrshire Council	21/12/19	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	Early identification of problems, and dialogue with Council.	1	5 [T]	5 !	AMBER	East Ayrshire Council and South Ayrshire Council	21/12/19	Managed Risk.
32	Council's Operators Licence ('O' Licence)	Loss off / restrictions on Council's 'O' Licence.	3	5 [C]	15 X	RED	< 3 yrs	Risk Mitigation	There are the correct management controls in place, and these are robust and appropriate. Paperwork issued to Road Traffic Commissioner for transfer of 'O' Licence.	2	4 [C]	8 !	AMBER	Head of Roads, Ayrshire Roads Alliance	21/12/19	Continue to work with fleet service in East Ayrshire Council.
33	Health & Safety / Risk & Insurance	Insufficient investment, resources and on-going maintenance to resolve issues identified in Health & Safety surveys of depots are on-going. New harbour facility was constructed along with additional fencing, gates and stillage for timber. Dredging is carried out bi-annually. Works have been completed at lifeboat station and new sheet piling to be installed along timber jetty. The Ayrshire Roads Alliance operates from and manage risk of enforcement action	4	5 [C]	20 X	RED	< 3 yrs	Risk Prevention	Issues identified in Health and Safety Surveys are recorded on Issues Log along with corrective actions to rectify / bring up to the required standard.	3	4 [C]	12 !	AMBER	Head of Roads, Ayrshire Roads Alliance	21/12/19	South Ayrshire Council continues to have ownership for and maintenance of depots/harbour within their area. Responsibility of funding the various mitigation actions identified in the Issues Log sits solely within the control of South Ayrshire Council. East Ayrshire Council has ownership and responsibility for their depots.

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
		and penalties should HSE become involved.														
34	Development Control – Road Bonds	Inadequate coupon values of Road Bonds exposes the Roads Authority to a potential shortfall if the roads works have to be completed by them in the event that a developer defaults.	3	5 [C]	15 X	RED	< 3 yrs	Risk Prevention	The coupon value of Road Bonds that are more than three years old are 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	21/12/19	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. A complete review of the process of delivering road bonds has been completed
35	Connect Roads	Residential loss of income to the Ayrshire Roads Alliance and expenditure incurred as a lighting maintenance subcontractor to Connect Roads on the M77, amount of exposure for Ayrshire Roads Alliance is up to £50,000 per year for the main contractor	3	1 [C]	3 ✓	GREEN	< 3 yrs	Risk Prevention	Ayrshire Roads Alliance will reduce exposure by limiting the amount owing to us at any one time. Ayrshire Roads Alliance will insist on payment by contractual terms or stop doing the work.	2	1 [C]	2 ✓	GREEN	Head of Roads, Ayrshire Roads Alliance	21/12/19	
36	Bridges and Structures	Inadequate inspection of bridges and culverts for deterioration due to aging, increased live loads, cracking, corrosion, environmental effects (freeze and thaw cycles) and fatigue	2	5	10 !	AMBER	< 3 yrs	Risk Prevention	All principal bridge inspections currently up to date in South Ayrshire, with a rolling programme being developed for East Ayrshire along with additional resource for principal inspection work. All General Bridge inspections are up to date across both East Ayrshire and South Ayrshire. Weak bridges are monitored on a regular basis. The Ayrshire Roads Alliance provides increased resilience in this matter.	3	5	15 X	RED	Head of Roads, Ayrshire Roads Alliance	21/12/19	Bridges and culverts are defined as structures with a span in excess of 900mm. Peter Brett Associates have commenced principal bridge inspection work.
37	Bridges and Structures	Inadequate maintenance of structures, bridges and culverts due to aging, increased live loads, cracking corrosion, environmental effects (freeze and thaw cycles) and fatigue	2	4	8 !	AMBER	< 3 yrs	Risk Prevention	Rolling programme of repair, rehabilitation or replacement (for weak bridges) through Council Capital Budgets.	2	4	8 !	AMBER	Head of Roads, Ayrshire Roads Alliance	21/12/19	Bridges and culverts are defined as structures with a span in excess of 900mm.
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	21/12/19	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 CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
39	Flooding	Receipt of less Grant Aided Expenditure funding than anticipated for flooding mitigation schemes administered by SEPA.	4	5 [C]	20 X	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	21/12/19	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.
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	21/12/19	Only 80% of principal funding for flooding mitigation scheme. However increased costs due to relief events or force majeure is not funded.
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 X	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	21/12/19	Managed Risk. The impact of the United Kingdom exit from the European Union has still to be evaluated. On-going discussions with Transport Scotland, COSLA and Ayrshire Roads Alliance on the impacts on the transport network.
42	Contractual Agreement	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, deport and harbour, as applicable.	3	3	9 !	AMBER	Head of Roads, Ayrshire Roads Alliance	21/12/19	Managed Risk. The impact of the United Kingdom exit from the European Union has still to be evaluated. On-going discussions with Transport Scotland, COSLA and Ayrshire Roads Alliance on the impacts on the transport network.
43	GDPR	The existing Data Protection Act is being brought about by the General Data Protection Regulation (GDPR) which is an EU Regulation that sets out the changes that the UK will implement in a new Data Protection Act.	2	4	8	AMBER	< 3 yrs	Risk Mitigation	Follow Corporate Procedures	1	4	4	GREEN	Head of Roads, Ayrshire Alliance	21/12/19	
44	Presence of Coal Tar within the carriageway network	Coal Tar is a known material used in the construction of carriageways until the mid-80s and is now known as a carcinogen	5	4	20	Red	<3 yrs	Risk Mitigation	Reduce the level of risk by coring all works prior to design. Ensure an appropriate solution within the design is prepared which is either to retain in-situ and record presence, or remove and dispose of in	5	3 (C,T)	15	Red	Operations Manager	21/12/19	Managed Risk; Ayrshire Roads Alliance has a duty of care to all employees in accordance with the Health and Safety at Work Act 1974,Construction Design and Management

RISK ID	RISK CATERGORY	DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK		PROXIMITY	RISK RESPONSE	ACTION TAKEN TO MITIGATE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK		RISK OWNER	DATE OF LAST REVIEW	ADDITIONAL COMMENTS
		and hazardous waste material.							accordance with current guidelines.							Regulations 2015 and the disposal of hazardous waste.
45	Service	The impact of the United Kingdom exit from the European Union	5	3 [C]	15 X	Red	<1 yrs	Risk Mitigation	Mitigation measures are in place to prioritise front line services as detailed in the specific Business Continuity Plans for office, depot and harbour as applicable.	5	3	15 !	Red	Head of Service, Ayrshire Roads Alliance	21/12/19	Managed risk. Ongoing discussions with Transport Scotland, COSLA and Ayrshire Roads Alliance on the impacts on the transport network.

AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24 JANUARY 2020

Report by the Acting Head of Roads - Ayrshire Roads Alliance

SUBJECT: AYRSHIRE ROADS ALLIANCE
UPDATE ON PERFORMANCE SCORECARD

PURPOSE OF REPORT

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

RECOMMENDATIONS

2. **It is recommended that the Joint Committee:**

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

BACKGROUND

3 The purpose of the performance management and benchmarking 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.

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

5. 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.

MAIN REPORT/MAIN ISSUES

6. This scorecard is 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.

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

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

- Finance with respect to the percentage of invoices paid within 30 calendar days, this is currently at 99% for this financial year.

- Principal Inspections with respect in East Ayrshire all 551 structures have been visited and inspection completed by Peter Brett Associates.

- Enquiries with respect to the percentage of enquiries responded within timescale. This is currently above target for this financial year.

9. The Process Improvement and Integration Plan continues to identify improvements to a number of existing processes for re-design within The Ayrshire Roads Alliance.

POLICY/COMMUNITY PLAN IMPLICATIONS

10. A well maintained road network will contribute to achieving the Community Plan objectives in relation to Economy & Skills and Safer Communities to maintain good access to our communities within East Ayrshire.

11. The matters referred to in this report contribute to South Ayrshire Council strategic objective of 'Enhanced Environment through Social, Cultural and Economic Activities' and within that to the outcome 'Work with partners to improve roads and other infrastructure, to encourage house building and business investment that sustains local communities'.

LEGAL IMPLICATIONS

12 The Performance Scorecard summarises the pertinent Statutory Performance Indicators and this does not replace the existing statutory returns for performance information.

HUMAN RESOURCES IMPLICATIONS

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

EQUALITY IMPACT IMPLICATIONS

14 The Performance Scorecard complements the Equality Impact Assessment by ensuring that any issues arising are adequately prioritised, managed and either eliminated or mitigated.

FINANCIAL IMPLICATIONS

15 The Performance Scorecard facilitates 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.

RISK IMPLICATIONS

16. The Performance Scorecard assists 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.

TRANSFORMATION STRATEGY

17 This Report aligns with the following design principle stated in the "Transformation Strategy 2017-2022".

- "Maximum value for our communities", by ensuring the various elements of the Ayrshire Roads Alliance improves transport provision throughout East Ayrshire.

Kevin Braidwood
Acting Head of Roads – Ayrshire Roads Alliance
21 December 2019

Background papers
None

APPENDICES

1. Performance Scorecard

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AYRSHIRE ROADS ALLIANCE PERFORMANCE SCORECARD DETAILED MONITORING REPORT

UPDATE : JOINT COMMITTEE - 24 JANUARY 2020

ANNUAL PERFORMANCE INDICATORS (CALENDAR YEAR)	AYRSHIRE ROADS ALLIANCE					
	2014	2015	2016	2017	2018	Comments
Number of people killed or seriously injured in road accidents per 100,000 population	25	29	29	33	59	
Number of slightly injured casualties per 100,000 population	147	176	138	150	181	

ANNUAL PERFORMANCE INDICATORS (FINANCIAL YEAR)	APSE Average 2015/16	EAST AYRSHIRE COUNCIL							SOUTH AYRSHIRE COUNCIL						
		2011/13	2012/14	2013/15	2014/16	2015/17	2016/18	2017/19	2011/13	2012/14	2013/15	2014/16	2015/17	2016/18	2017/19
% of A Class roads that should be considered for maintenance	27.06%	29.70%	26.20%	24.60%	21.30%	19.10%	19.80%	21.20%	38.40%	41.60%	42.20%	40.50%	38.60%	38.20%	36.10%
% of B Class roads that should be considered for maintenance	31.89%	37.80%	37.80%	36.90%	34.20%	34.00%	35.70%	32.20%	47.90%	49.70%	50.40%	48.90%	43.90%	40.70%	38.10%
% of C Class roads that should be considered for maintenance	34.22%	42.10%	46.50%	45.50%	40.30%	38.50%	40.50%	40.60%	43.20%	48%	49.50%	43.90%	40.20%	41.40%	42.40%
% of unclassified roads that should be considered for maintenance	39.84%	43.60%	45.00%	44.10%	44.90%	45.60%	44.00%	43.70%	44.90%	46.20%	42.00%	43.30%	43.30%	41.40%	42.90%
Overall % of road network that should be considered for maintenance	-	40.60%	41.70%	40.80%	39.40%	39.10%	39.00%	38.40%	44.50%	46.80%	45.00%	44.10%	42.30%	41%	41.30%

AYRSHIRE ROADS ALLIANCE												
MONTHLY PERFORMANCE INDICATORS	APSE Average 2015/16	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	Comments
FINANCE												
No of invoices paid within 30 days	-	98%	↑	686	1208	1511	2095	2634	3167	3722	4254	
No of Invoices Received				691	1214	1517	2106	2652	3192	3752	4292	
% of invoices paid within 30 days				99%	99%	99%	99%	99%	99%	99%	99%	
Average Year to date of Number of Invoices paid within 30 days				99%	99%	99%	99%	99%	99%	99%	99%	
HEALTH AND SAFETY												
Number of ARA Safety Inspections Completed within Timescale	92.02%	90%	↑	51	54	49	51	52	47	45	51	
Number of ARA Safety Inspections Scheduled				51	54	49	51	53	51	48	51	
% of ARA Safety Inspections Completed within timescale				100%	100%	100%	100%	98%	92%	93%	100%	
Average Year to Date of ARA Safety Inspections Completed within timescale				100%	100%	100%	100%	99%	98%	98%	98%	
Number of Health and Safety Incidents Reported to the Health and Safety Section	-	5	↑	3	5	4	6	3	0	4	3	
Average Number of days to report an incident to the Health and Safety Section				1.3	5	1.8	1.7	2	0	1.3	1.3	
ABSENCE MONITORING												
Average days lost per employee	-	-	↑	0.44	0.93	0.9	0.55	0.58	0.52	0.4	0.56	Four weekly meeting takes place to review all absences
WELL ENGAGED												
Visits to the ARA Website every month	-	49,000 per annum	↑	4,148	4,441	6,945	6,827	9,901	6,835	6,702	5,532	

Number of Visits to the ARA Website Year to date		annum		4,148	8,589	15,534	22,358	32,259	39,094	45,796	51,328	
No of Twitter Followers every month		-	-	2,656	2,689	2,735	2,790	2,934	3,003	3,077	3,112	
Monthly visits to the website from social media	-	1,800 per annum		447	660	574	607	798	549	664	805	
Number of vists to the website year to date				447	1,107	1,681	2,288	3,086	3,635	4,299	5,104	

MONTHLY PERFORMANCE INDICATORS	APSE Average 2015/16	EAST AYRSHIRE COUNCIL									SOUTH AYRSHIRE COUNCIL									Comments
		Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	
EAGER																						
Number of staff who have received annual EAGER/PDR review	-	100%	-	0	0	0	0	2	17	25	28	100%	-	0	0	0	0	2	13	28	31	Eagers will be scheduled between August and December 2019
% of staff who have received annual EAGER / PDR review				0%	0%	0%	0%	3%	14%	21%	21%			0%	0%	0%	0%	2%	13%	35%	39%	
% of EAGERS completed Year to Date				0%	0%	0%	0%	3%	14%	21%	21%			0%	0%	0%	0%	2%	13%	35%	39%	
Parking																						
Number of parking appeals accepted	-	-	-	20	12	16	16	30	28	25	45	-	-	24	16	28	19	22	26	28	20	
Number of parking appeals received				35	22	30	29	66	62	42	85			81	75	68	50	57	80	65	55	
% of parking appeals accepted				57%	55%	53%	55%	45%	45%	60%	52%			30%	21%	41%	38%	38%	32%	43%	36%	
Number of parking appeals accepted Year to Date				57%	56%	55%	55%	53%	51%	53%	57%			30%	26%	31%	32%	33%	33%	35%	35%	
Roadworks Programme																						
Physical % of Roadworks Programme Completed	-	100%		0%	4%	17%	26%	36%	63%	82%	83%	100%		0%	11%	31%	52%	60%	75%	95%	100%	
Bridges																						
Number of General Bridge Inspections	-	435		56	84	61	39	63	15	65	38	448		161	17	11	0	0	0	0	0	
Number of General Bridges Inspected Year to Date				56	143	204	243	306	321	386	424			161	178	188	188	188	188	188	188	
Number of Special Bridge Inspections	-	372		10	54	11	63	9	66	10	67	150		6	29	0	31	1	6	28	0	
Number of Special Bridge Inspections Year to Date				10	64	75	138	147	213	223	290			6	35	35	66	67	73	101	101	
Number of Principal Bridge Inspections	-	88		0	0	0	0	0	0	0	0	56		18	7	0	0	2	0	8	0	
Number of Principal Bridge Inspections Year to Date				0	0	0	0	0	0	0	0			18	25	25	25	27	27	35	35	
Priority 1 Faults																						
Number of Priority 1 Road Emergency defect repairs made safe within 2 hours	91.20%	75%		4	1	2	8	3	5	5	-	75%		1	-	2	-	-	1	-	-	P8 information not available until next month
Number of Priority 1 Repair Lines issued				4	1	2	9	3	9	5	-			1	-	2	-	-	1	-	-	
% of Priority 1 Road Emergency defect repairs made safe within 2 hours				100%	100%	100%	88%	100%	55%	100%	-			100%	-	100%	-	-	100%	-	-	
Running Average Year to date of Priority 1 Lines made safe within 2 hours				100%	100%	100%	97%	97%	91%	92%	-			100%	100%	100%	100%	100%	100%	100%	-	

MONTHLY PERFORMANCE INDICATORS	APSE Average 2015/16	EAST AYRSHIRE COUNCIL									SOUTH AYRSHIRE COUNCIL									Comments
		Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	
Priority 2 Faults																						
Number of Priority 2 Road Emergency defect repairs made safe within 5 working days	76.23%	50%	↑	9	12	10	11	31	20	15	-	50%	↑	6	3	6	11	18	4	6	-	P8 information not available until next month
Number of Priority 2 Repair Lines issued				14	12	16	16	57	35	27	-			8	3	8	11	19	6	6	-	
% of Carriageway Priority 2 Defects repaired within 5 working days				64.20%	100%	63%	68%	54%	57%	55%	-			75%	100%	75%	100%	94%	66%	100%	-	
Running Average Year to date of Priority 2 Lines made safe within 5 working days				64.20%	82%	76%	74%	69%	58%	57%	-			75%	88%	83%	88%	88%	85%	87%	-	
Street Lighting																						
Number of Street Lighting repairs completed within 7 working days	88.07%	95%	↑	96	84	49	104	166	216	321	-	95%	↑	114	150	78	140	144	153	192	-	P8 information not available until next month
Number of Street Lighting Repair Lines Issued				102	87	55	106	169	233	330	-			115	150	78	141	149	155	194	-	
% Street Lighting repairs completed within 7 working days				94%	97%	89%	98%	98%	93%	97%	-			99%	100%	100%	99%	96%	99%	98%	-	
Running Average Year To date of Street Lighting Repairs				94%	96.00%	93.00%	95.00%	95.00%	95%	95%	-			99%	99%	99%	99%	98%	99%	98%	-	
Traffic																						
Number of Traffic light repairs completed within 48 hours	88.23%	95%	↑	29	33	45	40	52	51	35	42	95%	↑	23	14	15	21	17	28	36	21	
Number of Traffic light repair lines issued				29	35	45	67	52	65	41	43			24	15	15	28	17	28	36	21	
% of Traffic light repairs completed within 48 hours				100%	94%	100%	60%	100%	78%	85%	97%			96%	93%	100%	76%	100%	100%	100%	100%	
Running Average Year to date of Traffic Light repairs completed within 48 hours				100%	97%	99%	88%	91%	88%	88%	89%			96%	94.50%	96%	91%	93%	94%	95%	96%	
Complaints																						
Number of Stage 1 Complaints responded to within allotted timescales	-	100%	↑	2	-	-	-	2	3	1	2	100%	↑	1	2	-	5	8	0	3	4	
Numer of Stage 1 Complaints received				2	0	0	0	2	3	1	2			1	2	0	6	8	0	3	4	
% of Stage 1 Complaints responded to within allotted timescales				100%	-	-	-	100%	100%	100%	100%			100%	100%	-	83%	100%	-	100%	100%	
Running Average Year to date of Stage 1 Complaints responded to within allotted timescales				100%	100%	100%	100%	100%	100%	100%	100%			100%	100%	100%	94%	99%	99%	99%	99%	
Number of Stage 2 complaints responded to within allotted timescales	-	100%	↑	-	-	-	-	-	-	-	1	100%	↑	1	2	5	-	-	1	-	1	
Number of Stage 2 complaints received				0	0	0	0	0	0	0	1			1	2	6	0	0	1	0	1	
% of Stage 2 complaints responded to within allotted timescales				-	-	-	-	-	-	-	100%			100%	100%	83%	-	-	100%	-	100%	
Running Average Year to date of Stage 2 Complaints responded to within allotted timescales				-	-	-	-	-	-	-	100%			100%	100%	94%	94%	94%	95%	95%	97%	
Enquiries																						
Number of enquiries responded to within allotted timescales				137	84	90	128	105	121	148	104			55	51	46	23	56	39	45	37	

MONTHLY PERFORMANCE INDICATORS	APSE Average 2015/16	EAST AYRSHIRE COUNCIL									SOUTH AYRSHIRE COUNCIL									Comments
		Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	Target	Current Status	P1	P2	P3	P4	P5	P6	P7	P8	
Number of enquiries received	83.44%	80%	↑	147	99	103	159	129	138	175	130	80%	↓	62	58	51	27	64	44	51	48	
% of enquiries responded to within allotted timescales				93%	85%	87%	80%	81%	88%	85%	80%			88%	88%	90%	85%	88%	89%	88%	77%	
Running Average Year to date of enquiries responded to within allotted timescales				93%	89%	88%	86%	86%	86%	86%	85%			88%	88%	87%	87%	95%	88%	88%	86%	
Freedom of Information																						
Number of FOI & EIR requests responded to within 20 working days	88.52%	100%	↑	11	11	6	12	6	11	15	20	100%	↑	14	10	7	18	8	5	11	12	
Number of FOI & EIR requests received				11	11	6	12	6	11	15	20			15	10	7	18	8	5	11	13	
% of FOI & EIR requests responded to within 20 working days				100%	100%	100%	100%	100%	100%	100%	100%			93%	100%	100%	100%	100%	100%	100%	92%	
Running Average Year to date of FOI & EIR requests responded to within 20 working days				100%	100%	100%	100%	100%	100%	100%	100%			93%	97%	97%	98%	98%	99%	99%	98%	
Public Liability Claims																						
Number of Public Liability claims closed	-	-	-	22	4	4	7	6	5	5	3	-	-	12	1	1	1	0	0	0	0	
Number of Public Liability claims received				13	5	6	4	7	13	11	8			0	3	9	3	3	0	13	2	
Total number of open claims				0	1	3	4	4	12	7	8			17	1	8	6	3	0	13	2	
Number of Public Liability Claims that were successful				1	2	0	1	3	0	1	0			0	1	0	2	0	0			
% of Public Liability Claims that were successful				11%	40%	0%	16%	29%	0%	25%	0%			0%	15%	0%	29%	0%	0%			
Running Average Year to date of Public Liability Claims that were successful				11%	26%	26%	16%	20%	20%	24%	24%			0%	15%	15%	23%	23%	23%			

THE AYRSHIRE SHARED SERVICE JOINT COMMITTEE

24TH JANUARY 2020

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 13th October 2019, 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 2019-20 is anticipated to be £0.313m less than budget.

6 Strategic Delivery estimated out-turn is £0.305m less than budget.

Strategic Service Delivery	Combined (£m)
Initial Budget	4.016
Probable Outturn	3.711
Probable Variance	(0.305)

7 East Ayrshire Local Delivery out-turn is £0.230m greater than budget and South Ayrshire Local Delivery £0.238m 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 2019/20 £m	Projected Actual to 31/3/20 £m	Variance (Favourable) / Adverse £m
STRATEGIC DELIVERY	4.016	3.711	(0.305)
LOCAL DELIVERY - EAST AYRSHIRE	4.269	4.499	0.230
LOCAL DELIVERY - SOUTH AYRSHIRE	4.399	4.161	(0.238)
TOTAL	12.684	12.371	(0.313)

9 The position for each Council is shown below:

	EAC (£m)	SAC (£m)	TOTAL (£m)
Strategic Delivery	(0.263)	(0.042)	(0.305)
Local Delivery	0.230	(0.238)	(0.008)
2019-20 Variance	(0.033)	(0.280)	(0.313)

FINANCIAL IMPLICATIONS

10 The available revenue budget for the Ayrshire Roads Alliance for 2019-20 is £12.684m. The budget will continue to be monitored and reported to the Joint Committee.

TIMBER TRANSPORT

11 At the meeting of the Joint Committee on 23rd June 2017, further information was requested in relation to timber transport funding. The undernoted table provides an analysis of relevant project and Timber Transport contributions for 2019-20 to date.

	2019-20 PO (£m)	2019-20 Actual to date(£m)
East Ayrshire		
Expenditure on Projects	0.542	0.000
Timber Transport Contribution	0.290	0.000

	2019-20 PO (£m)	2019-20 Actual to date(£m)
South Ayrshire		
Expenditure on Projects	0.168	0.154
Timber Transport Contribution	0.118	0.088

LEGAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

13 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

14 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

15 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

16 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 Kevin Braidwood, Acting Head of Roads - Ayrshire Roads Alliance on 01563 503164

Implementation Officer: Kevin Braidwood, Acting Head of Roads - Ayrshire Roads Alliance on 01563 503164

Appendix 1 – 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.	

SERVICE SUMMARY - OVERVIEW POSITION

It is anticipated that Ayrshire Roads Alliance will outturn £0.313m less than budget.

Actual Expenditure to P7 £m	Actual Expenditure as % of Ann. Est. £m	Service Division	Annual Estimate 2019/20 £m	Projection to 31/3/20 £m	Variance (Favourable) / Adverse £m
1.686	42.0%	STRATEGIC DELIVERY	4.016	3.711	(0.305)
2.920	68.4%	LOCAL DELIVERY - EAST AYRSHIRE	4.269	4.499	0.230
1.407	32.0%	LOCAL DELIVERY - SOUTH AYRSHIRE	4.399	4.161	(0.238)
6.013	47.4%	TOTAL	12.684	12.371	(0.313)
		PROPOSED REDUCTION FOLLOWING LINE BY LINE	0.000	0.000	0.000
		TOTAL FOLLOWING LINE BY LINE REVIEW	12.684	12.371	(0.313)
		EARMARKED FUNDS TO BE CARRIED FORWARD	0.000	0.000	0.000
6.013	47.4%	TOTAL INCLUDING EARMARKED FUNDS	12.684	12.371	(0.313)

STRATEGIC DELIVERY

This variance mainly reflects staff turnover savings due to vacant posts (£0.286m) along with reduced insurance costs relating to ARA South (£0.100m). This is partly offset by additional computing costs (£0.040m) along with a shortfall in capital recharge income (£0.048m).

LOCAL DELIVERY – EAST AYRSHIRE

This variance mainly reflects additional Winter Maintenance costs (£0.243m) and a shortfall in parking income (£0.125m), additional Modern Apprentice costs (£0.031m), and a contribution to National Core Contract (£0.020m). This is partly offset by vacancies (£0.229m) and reduced vehicle financing costs (£0.043m).

LOCAL DELIVERY – SOUTH AYRSHIRE

This variance mainly reflects by vacancies, particularly within Roads Maintenance (£0.311m) and additional capital recharge income (£0.234m) reflecting an increase in the capital programme within South Ayrshire Council. This is partly offset by pontoon repairs and dredging at Girvan Harbour (£0.108m), roads maintenance sub-contractors (£0.092m), additional overtime (£0.069m) and transport charges (£0.034m).

STRATEGIC DELIVERY

Actual Expenditure to P7 £m	Actual Expenditure as % of Ann. Est. £m	Service Division	Annual Estimate 2019/20 £m	Projection to 31/3/20 £m	Variance (Favourable) / Adverse £m
1.673	44.7%	EMPLOYEE COSTS	3.741	3.460	(0.281)
0.037	97.4%	PREMISES COSTS	0.038	0.038	0.000
0.021	52.5%	TRANSPORT COSTS	0.040	0.043	0.003
0.244	26.9%	SUPPLIES & SERVICES	0.908	0.858	(0.050)
0.000	0.0%	THIRD PARTY PAYMENTS	0.000	0.000	0.000
0.023	0.0%	DEBT CHARGES	0.020	0.023	0.003
1.998	42.1%	TOTAL EXPENDITURE	4.747	4.422	(0.325)
-0.312	42.7%	INCOME	-0.731	-0.711	0.020
1.686	42.0%	NET EXPENDITURE	4.016	3.711	(0.305)
		PROPOSED REDUCTION FOLLOWING LINE BY LINE	0.000	0.000	0.000
		TOTAL FOLLOWING LINE BY LINE REVIEW	4.016	3.711	(0.305)
		EARMARKED FUNDS TO BE CARRIED FORWARD		0.000	0.000
1.686	42.0%	TOTAL INCLUDING EARMARKED FUNDS	4.016	3.711	(0.305)

Projected Variance at 31 March 2020 (£m)	Strategic Delivery
(0.281)	**Employee Costs** This saving reflects turnover savings vacant posts and turnover savings (£0.264m along with savings on modern apprentice (£0.005m) and training (£0.012m) costs.
(0.050)	**Supplies & Services** This variance mainly reflects a saving on insurance premiums within South Ayrshire (£0.100m), partly offset by additional computing costs (£0.040m), particularly in relation to smarter working, along with a number of small variances (£0.010m).
0.020	**Income** This variance reflects reduced charges to capital as a result of vacant posts (£0.048), partly offset by additional income from roads permits and notices (£0.028m and other fees and charges (0.008m).
0.006	**Other Variances** This reflects other non-material variances within Strategic Delivery.
(0.305)	Total reported variance

LOCAL DELIVERY – EAST AYRSHIRE

Actual Expenditure to P7 £m	Actual Expenditure as % of Ann. Est. £m	Detail	Annual Estimate 2019/20 £m	Projection to 31/3/20 £m	Variance (Favourable) / Adverse £m
1.233	42.7%	EMPLOYEE COSTS	2.887	2.561	(0.326)
0.285	88.2%	PREMISES COSTS	0.323	0.329	0.006
0.468	59.4%	TRANSPORT COSTS	0.788	0.775	(0.013)
2.349	105.6%	SUPPLIES & SERVICES	2.224	2.349	0.125
2.074	171.4%	THIRD PARTY PAYMENTS	1.210	1.975	0.765
0.249	85.0%	DEBT CHARGES	0.293	0.249	(0.044)
6.658	86.2%	TOTAL EXPENDITURE	7.725	8.238	0.513
(3.738)	108.2%	INCOME	(3.456)	(3.739)	(0.283)
2.920	68.4%	NET EXPENDITURE	4.269	4.499	0.230
		PROPOSED REDUCTION FOLLOWING LINE BY LINE	0.000	0.000	0.000
		TOTAL FOLLOWING LINE BY LINE REVIEW	4.269	4.499	0.230
		EARMARKED FUNDS TO BE CARRIED FORWARD	0.000	0.000	0.000
2.920	68.4%	TOTAL INCLUDING EARMARKED FUNDS	4.269	4.499	0.230

Projected Variance at 31 March 2020 (£m)	Local Delivery - East Ayrshire
(0.326)	**Employee Costs** Favourable variance mainly reflects vacancies net of turnover (£0.229m), over time (£0.055m) and standby (£0.052m) due to outsourcing Winter Maintenance. Also recharges to SAC (£0.023m) for the use of Local Operatives. Partly offset by additional Modern Apprentice costs (£0.036m).
0.006	**Premises Costs** This variance reflects depot licences (£0.004m) and additional expenditure on liquid gas (£0.002m)
(0.013)	**Transport Costs** Mainly reduced fuel costs (£0.023m) due to Winter Maintenance outsourcing, partly offset by additional expenditure on tyres (£0.004m), external hires (£0.003m) and insurance costs (£0.002m)
0.125	**Supplies & Services** Mainly rechargeable lighting materials for the Viaduct Project (£0.091m), equipment for Cycling Scotland (£0.014m)(grant income to offset), consultancy costs (£0.054m) including the National Coring Contract contribution (£0.020m), computing costs (£0.014m), weather forecasting service (£0.006m) Offset mainly by maintenance materials (£0.050m), St Lighting materials (£0.020m) and waste materials (£0.011m)
0.765	**Third Party Payments** Winter Maintenance Contractors (£0.370m) and rechargeable ad-hoc work at the Ayrshire Athletics Arena
(0.044)	**Finance Costs** This variance reflects debt charge savings in respect of purchased vehicles
(0.283)	**Income** Mainly rechargeable works at Ayrshire Athletics Arena (£0.380m) and grant income (£0.014m) from Cycle Scotland, (£0.008m) for Switched on Fleets. This is mainly offset by a shortfall in parking income (£0.125m).
0.230	Total reported variance

LOCAL DELIVERY – SOUTH AYRSHIRE

Actual Expenditure to P7 £m	Actual Expenditure as % of Ann. Est. £m	Detail	Annual Estimate 2019/20 £m	Projection to 31/3/20 £m	Variance (Favourable) / Adverse £m
0.980	42.9%	EMPLOYEE COSTS	2.285	2.062	(0.223)
0.084	40.4%	PREMISES COSTS	0.208	0.211	0.003
0.499	56.6%	TRANSPORT COSTS	0.882	0.916	0.034
1.948	108.8%	SUPPLIES & SERVICES	1.790	1.948	0.158
1.494	112.0%	THIRD PARTY PAYMENTS	1.334	1.494	0.160
0.034	47.9%	DEBT CHARGES	0.071	0.071	0.000
5.039	76.7%	TOTAL EXPENDITURE	6.570	6.702	0.132
-3.632	167.3%	INCOME	-2.171	-2.541	(0.370)
1.407	32.0%	NET EXPENDITURE	4.399	4.161	(0.238)
		PROPOSED REDUCTION FOLLOWING LINE BY LINE	0.000	0.000	0.000
		TOTAL FOLLOWING LINE BY LINE REVIEW	4.399	4.161	(0.238)
		EARMARKED FUNDS TO BE CARRIED FORWARD	0.000	0.000	0.000
1.407	32.0%	TOTAL INCLUDING EARMARKED FUNDS	4.399	4.161	(0.238)

Projected Variance at 31 March 2020 (£m)	Local Delivery - South Ayrshire
(0.223)	**Employee Costs** This variance mainly reflects vacancies particularly within Roads Maintenance (£0.311m), partly offset by additional overtime (£0.069m) and employee recharges in relation to cross boundary working (£0.022m).
0.034	**Transport Costs** This variance reflects additional vehicle maintenance (£0.005m) and leasing (£0.027m) costs.
0.158	**Supplies & Services** This variance mainly reflects the purchase and maintenance of parking machines (£0.042m), bathymetric surveys and a parking system at Girvan Harbour (£0.014m), consultancy costs in respect of Prestwick trunk road appraisal (£0.008m) and Surface Water Management (£0.060m), costs relating to the construction of A70 cycleway (£0.008m), Roads materials (£0.015m), along with computing costs (£0.009m).
0.160	**Third Party Payments** This variance mainly reflects additional pontoon repairs and dredging at Girvan Harbour (£0.108m) and additional use of roads maintenance sub-contractors (£0.092m). This is partly offset by saving on Street Lighting sub-contractors (£0.020m) and coastal protection (£0.020m).
(0.370)	**Income** This variance reflects additional capital recharge income (£0.234m) due to an increase in the capital programme within South Ayrshire, additional funding for the purchase and maintenance of parking machines (0.042) and Surface Water Management (£0.060m) along with additional seasonal income within Street Lighting reflecting additional funding made available by South Ayrshire Council (£0.037m).
0.003	**Other Variances** This variance reflects non-material variances within Local Delivery – South Ayrshire
(0.238)	Total reported variance