

Strategic Action Group (Meeting 1)

Date of 15 November
Meeting 2012

Agenda Item – 3 (i)

ROAD MAINTENANCE STRATEGIC FRAMEWORK – OVERARCHING GOVERNANCE

Purpose

This paper sets out for agreement the overarching governance arrangements to oversee and monitor the various programmes and outcomes flowing from the National Road Maintenance Review (NRMR) and ensure the Strategic Framework continues to drive change across the road maintenance sector.

Background

The NRMR explored how the Scottish Government and local authorities can work better together, and what can be learned from international road management practices. It concluded in July 2012, and set out 3 key conclusions

- 30 options, underpinned by a Strategic Framework for Change, should be implemented;
- Future initiatives should be driven by the Strategic Framework; and
- A central resource should be established to encourage and support sharing of services between roads authorities.

Key Issues - Overarching Governance

To oversee these key conclusions the NRMR recommended the creation of a permanent forum. As its final act, the NRMR Steering Group suggested a two-tier collaborative arrangement involving a **Strategic Action Group** supported by a **Stakeholder Group**. These groups would work in tandem with a **central resource** to take forward a shared capacity /shared services programme, and a **communication group** to ensure the dissemination of relevant information as appropriate. To facilitate the implementation of the 3 key conclusions, the Steering Group proposed:

- Objectives, inputs and outputs for the Strategic Action Group and Stakeholder Group;
- A meeting cycle for the year ahead which reflected bi-annual Strategic Action Group discussions; and quarterly Stakeholder Group meetings; and
- A membership for each group which reflects the proposed remit of each group.

Broad Remit and Engagement

The suggested broad remit of each group is set out below, with **Annex A** illustrating this proposed structure.

Strategic Action Group (SAG)

The SAG will oversee partnership working on road maintenance; the development of collaborative approaches on strategic issues; and publicly own the Strategic Framework for Change and its delivery

Stakeholder Group

This group would feed into the work of the Strategic Action Group, working within boundaries created by the Strategic Framework for Change. The group will be tasked to foster, monitor and report on the initiatives contained within the final NRMR report and any subsequent initiatives generated and provide the forum for continued

collaboration on these initiatives. Key tasks would include formulation of advice for the Strategic Action Group on key current and emerging aspects of road maintenance and of business improvement therein.

Shared Capacity Shared Services Improvement Board (SCSSIB)

The group will support roads authorities in taking forward the design/delivery of a collaborative/shared service and shared capacity programme. This group is discussed further in a separate paper.

Communications Group

This group will oversee the development and delivery of a communication strategy to raise awareness of the critical value of road maintenance (*NMRM Option 11*) and will look at dissemination of relevant information from the above groups.

Inputs

To meet the 3 key conclusions noted above, suggested inputs which will involve all noted groups are:

- Review progress on the developments and enhancements contained within the Strategic Framework for Change;
- Review progress on implementation of 30 committed initiatives;
- Review key research and determine research priorities;
- Review key collaborative issues;
- Review funded initiatives and assess the recommended next steps.

Outputs

Suggested outputs are:

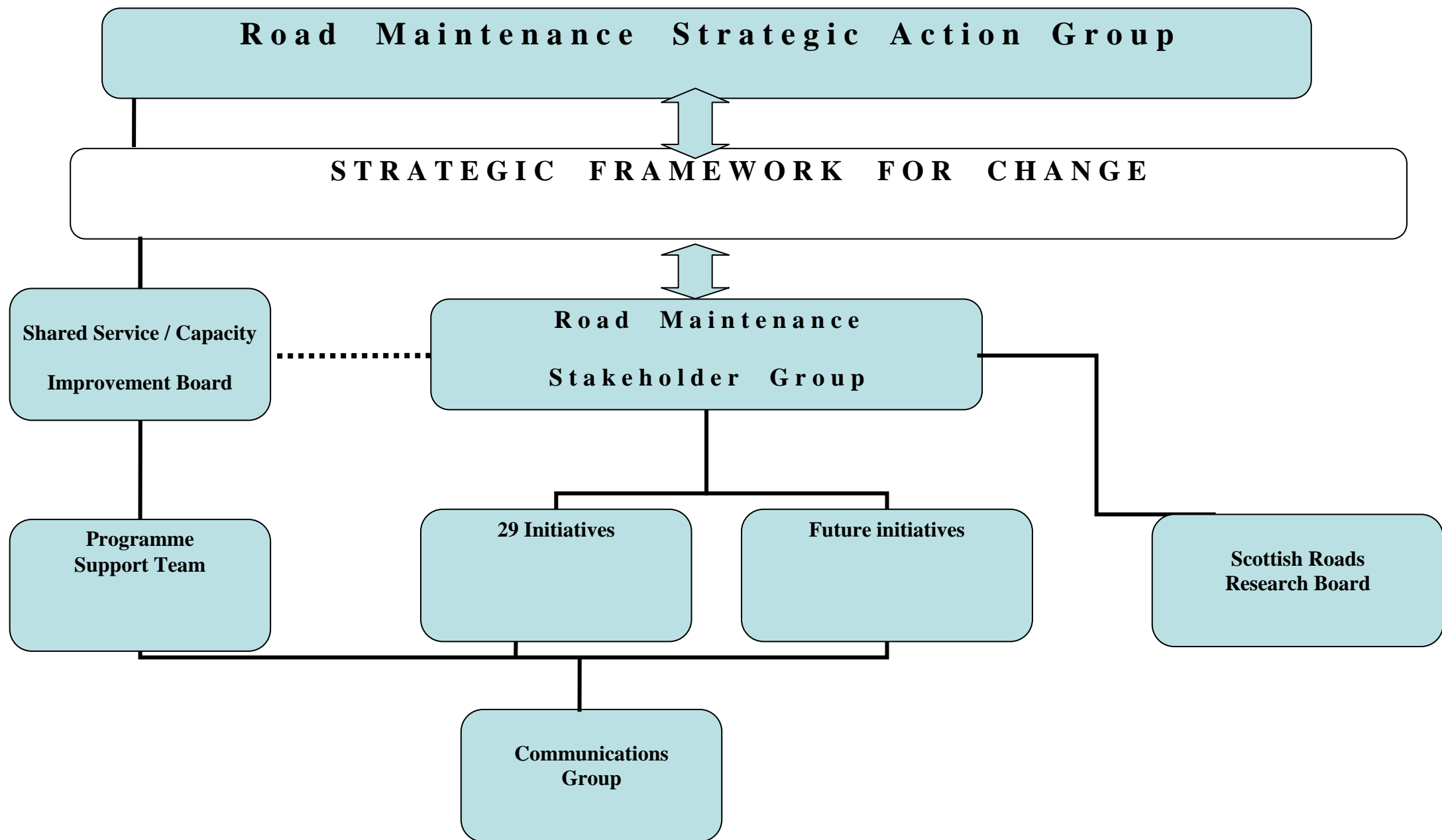
- an annual progress report on the identified road maintenance initiatives;
- updates to Scottish Ministers and Local Authorities to highlight and publicise key achievements;
- recommendations for jointly funded pilots for road maintenance initiatives;
- Specific reports on evaluated road maintenance initiatives which are evidenced as delivering best value and supported by Strategic Action Group members;
- facilitation of an annual stakeholder forum focussed on Road Maintenance.

Resource and Funding

It is suggested the Strategic Action Group is facilitated by Transport Scotland with the Strategic Action Group facilitated by SCOTS. An update will be provided at the meeting on a resourcing proposal for the Shared Services group (SCSSIB) which the SCOTS Chair submitted to the Executive Committee. The Communications Group will be resourced by a combination of existing Transport Scotland and SCOTS staff.

Recommendation

The Strategic Action Group is invited to confirm they are content with the broad governance arrangements set out above.



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Agenda Item – 3 (ii)

STRATEGIC ACTION GROUP – TERMS OF REFERENCE

Purpose

This paper sets out for agreement the proposed terms of reference for the Strategic Action Group, and suggested priorities to October 2013.

Background

A separate 'Overarching Governance' paper provides relevant background.

Key Issues - Terms of Reference

The objective of the Strategic Action Group will be to oversee the partnership working on road maintenance; the development of collaborative approaches on strategic issues; and publicly own the Strategic Framework for Change and its delivery.

Meetings

It will meet twice per year (Spring and Autumn) with this initial meeting agreeing terms of reference and priorities for the following year. The Spring meeting would take stock of progress against those identified priorities, and receive an update on the delivery of the 30 initiatives contained in the NRMR final report.

Members of this group (**Annex A**) are those who could be expected to:

- Represent their organisation at a strategic level;
- Have the authority to make decisions on behalf of their organisation; and
- Be in a position to influence policies and actions of their organisations in respect of road maintenance

Proposed Priorities to October 2013

The SAG needs to agree priorities for the year ahead (i.e. to October 2013). As the 30 initiatives identified by the NRMR are at an early implementation phase, a robust evidence base does not exist upon which to recommend priority action. On that basis, members are invited to agree the following broad priorities:

- Monitor the implementation of the 30 initiatives flowing from the NRMR through regular updates from the Stakeholder Group and aid implementation where necessary e.g. through discussion and agreement on funding issues;
- Consider the outputs of the Shared Capacity and Shared Services Improvement Board (SCSSIB), and promote those as necessary; and
- Based on evaluation of the initiatives progressed by the Stakeholder Group (SG), consider and approve Stakeholder Group recommendations for investigation and development of further initiatives.

Resource and Funding

Transport Scotland will provide resource support to the Strategic Action Group.

Recommendation

The Strategic Action Group is invited to confirm they are content with the terms of reference and proposed 2013 priorities for the Strategic Action Group.

PROPOSED MEMBERS

Minister for Transport and Veterans - Keith Brown **(Co-Chair)**

COSLA Regeneration & Sustainable Development spokesperson - Councillor Stephen Hagan **(Co-Chair)**

Chief Executive, Improvement Service – Colin Mair

Policy Officer, Development, Economy and Sustainability, COSLA - Katie Green

Director, Trunk Road and Bus Operations, TS - Roy Brannen

Head of Asset Management, Finance and Technical, TS - Donald Morrison

Road Policy Manager, TS – Steven Feeney

Chair of SCOTS - Ewan Wallace

SOLACE Chair Representative - Jim Valentine, Perth and Kinross Council

Scottish Road Works Commissioner - John Gooday

Others as appropriate e.g. Scottish Future Trust, Scotland Excel, Academia

Secretariat – Raymond Convill, Road Policy Officer, Transport Scotland

In addition to this core membership, there may be occasional attendance from other road maintenance experts to inform decisions made by the Strategic Action Group.

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Agenda Item – 3 (iii)

Shared Capacity/Shared Services Improvement Board (SCSSIB) – Terms of Reference

Purpose

This paper sets out the proposed terms of reference for the SCSSIB.

Background

A report on road delivery structures was produced as part of the National Roads Maintenance Review (NRMR) Option 30 work. It recommended that a dedicated central resource should be created to support the development of shared services and shared capacity in roads maintenance. The resource should be overseen by a newly constituted Shared Capacity/Shared Services Improvement Board (SCSSIB), comprising of the major stakeholders to ensure that its work addresses the key issues on the ground, and drives real momentum behind collaboration and shared services.

Subsequent work on governance and operational arrangements for the implementation of the NRMR have resulted in a proposal that a Project Support Office should be hosted and managed by the Improvement Service. The Improvement Service would also provide secretariat support for the SCSSIB.

Pending a decision by the Strategic Action Group (SAG), and agnostic to specific hosting and management arrangements, this Improvement Service has had discussions with lead stakeholders about the composition of the SCSSIB, and specific representation on it. As the focus is on driving operational change and improvement, and this programme will directly report to the SAG, there is seen to be little point in simply replicating the membership of the SAG on this Board. COSLA is clear that it would not have a useful role to play on this Board.

The emergent view is that the SCSSIB should be predominantly made up of leads from SCOTS and Transport Scotland (3 members each). This would be usefully augmented by representation of private partners who have substantial experience of shared arrangements (partnerships, joint ventures, etc.); SOLACE, to ensure the corporate perspective is represented; Scottish Futures Trust because of their national role in promoting sharing and collaboration in the management of major public assets and, potentially, Audit Scotland to ensure learning from external scrutiny is captured and acted upon. Positive informal discussions have taken place with all these parties and potential representatives are being identified.

Key Issues

The initial meeting of the SCSSIB will be convened late November. That initial meeting will be to:

- (i) Agree and outline a work programme for the last quarter of 2012/13 through to the end of 2013/14
- (ii) Agree the staff and other resources necessary to deliver that work programme.

- (iii) Agree how these resources will be made available through financial contributions, secondments and other 'resources in kind' arrangements.

Resources and Funding

The Improvement Service has agreed to provide hosting, including the employers function, to provide knowledge management and analytical support from its existing resources. It cannot provide the programme support team resource and it is critical that the SAG considers budgetary provision with respect to that team as part of its consideration of the shared capacity and shared service programme.

Recommendation

The Strategic Action Group is invited to:

- Approve the proposal outlined above, in particular:
 - The SCSSIB will oversee the Central Resource to support the development of shared services and shared capacity in roads maintenance (Roads Maintenance Review Option 30)
 - The Improvement Service will host the SCSSIB
 - The SCSSIB should be predominantly made up of leads from SCOTS and Transport Scotland, augmented by representation of private partners with substantial experience of shared arrangements; and from SOLACE and Scottish Futures Trust; and, potentially, Audit Scotland
 - COSLA need not be represented.
- Discuss resourcing of the project manager and programme support team for this work.

Colin Mair
Improvement Service

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Agenda Item – 3 (iv)

STAKEHOLDER GROUP – TERMS OF REFERENCE

Purpose

This paper sets out proposed terms of reference for the Stakeholder Group.

Background

A separate 'Overarching Governance' paper provides relevant background.

Key Issue – Terms of Reference

The objective of the Stakeholder Group will be to underpin the work of the Strategic Action Group. It will work within boundaries created by the Strategic Framework for Change, fostering, monitoring and reporting on the initiatives contained within the final NRMR report and any subsequent initiatives generated, more specifically ensuring:

- The initiatives are progressed, implemented and deliver best value across the sector and avoid duplication of effort;
- Continued collaboration on the initiatives, ensuring any potential problems and barriers (including policy and legal barriers) are identified solutions formulated; and
- The evaluation of road authorities performance in implementing the initiatives, identifying how they achieve their results and promoting good practice, including international best practice, across the public sector on road maintenance.

A key task for the group will include formulation of advice for the Strategic Action Group on key current and emerging aspects of road maintenance and of business improvement therein.

It will meet 4 times per year, chaired by the Chairperson of the Society of Chief Officers of Transportation in Scotland (SCOTS).

Proposed members of the Stakeholder Group (**Annex A**) are representatives from central and local government, as well as road users, freight industry and other independent public bodies as necessary.

Resource and Funding

SCOTS will provide resource support to the Stakeholder Group.

Recommendation

The Strategic Action Group is invited to confirm it is content with the proposed terms of Reference for the Stakeholder Group.

PROPOSED MEMBERS

Road Maintenance Stakeholder Group

Chair of SCOTS – Ewan Wallace **(Chair)**

Head of Asset Management, Finance and Technical, TS - Donald Morrison

Head of Network Maintenance, TS - Graham Edmond

Economist, TS - Karl Johnston

Development, Economy and Sustainability, COSLA – Katie Green

Representatives from SCOTS (4 including 1 Vice Chair/Exec Committee Rep)

Roads Authority Asset Management Advisor

Roads Authority Materials Advisor

Economic Assessment Advisor

Audit Scotland - Graeme Greenhill

Association for Public Service Excellence (APSE)

Scottish Road Works Commissioner - Ray Elliot

Supply Chain

Civil Engineering Contractors Association and/or HTMA

Utilities

Scottish Joint Utilities Group

Road User Groups

RAC Foundation - Stephen Glaister

Institute of Advanced Motorists - Neil Greig

Scottish Disability Equality Forum - Keith Robertson

Non Motorised Users Reps e.g. Living Streets