

Road Maintenance Strategic Action Group (SAG)

Date of 20th June
2013

Agenda Item 3

AUDIT SCOTLAND: AUDIT UPDATE – REACTION AND HANDLING

Purpose

Further to the Audit Scotland Audit Update, this paper sets out the key points Audit Scotland made in their report, the media reaction flowing from the publication and an outline of how this was handled. The paper also sets out how road authorities will continue to engage with key stakeholders in the context of road maintenance in Scotland.

Background

Audit Scotland published an Audit Update on 17 May 2013 which followed on from their 2011 report: *Maintaining Scotland's Roads*. Following on from engagement between Audit Scotland and local auditors as part of their 2011/12 audits with each council, Audit Scotland produced a report which seeks to summarise its findings. As such it covered councils only, although did touch on a number of National Road Maintenance Review issues.

Key Points

The key points made by Audit Scotland and flowing from the report were:

- The condition of local roads in an acceptable condition has improved since 2011 despite a fall in roads maintenance spending;
- Councils need to do more work to develop roads asset management plans;
- Councils are making more use of performance information but need to do more work to allow meaningful benchmarking to take place; and
- The national road maintenance review is progressing but it will take time to result in significant new ways of working

Report Reaction

Media reaction predominately focussed on the fact that 33% of local roads had been assessed as not being in an acceptable position and that there had been no significant improvement in road conditions.

Handling

In response to those points, Councillor Hagan provided TV slots on BBC Reporting Scotland and STV news, alongside radio interviews for Real Radio and Clyde 1 news. In addition, Ewan Wallace conducted a BBC Radio Scotland interview. Responses set out that local road authorities were actively addressing the general condition of roads across Scotland despite reduced budgets over the last few years. This approach was mirrored in the press release published by COSLA in response to the report. This is attached at **Annex A**.

Scottish Ministers also received a variety of media requests while also receiving 2 related parliamentary questions from David Stewart MSP (Scottish Labour) (Highlands and Islands) and John Scott MSP (Scottish Conservative and Unionist Party) (Ayr). These were answered with lines setting out the responsibility and funding arrangements for roads in Scotland. In addition, these lines set out how national and local government are working together through the National Road Maintenance Review outputs to deliver road maintenance efficiencies, and the governance arrangements in place to oversee that. Fuller lines are provided at **Annex B**.

Stakeholder Engagement

Given the tone of the Audit Scotland report and the reaction to it, officials will continue to work closely with all stakeholders to emphasise the positive work being undertaken to deliver efficiently managed roads for all, while at the same time managing expectation related to road maintenance in the current economic climate. As a part of that, officials will continue to engage with key stakeholders, including Audit Scotland, through the Road Maintenance Stakeholder Group.

Recommendation

Paper for information – This paper recommends that the Strategic Action Group note:

- The key points flowing from the Audit Scotland Audit Update;
- The media and political reaction to the report; and
- Note that officials will continue to engage with key stakeholders on road maintenance matters through the Road Maintenance Stakeholder Group.

COSLA Handling of Audit Scotland Audit Update

COPY OF COSLA PRESS RELEASE ISSUED 17 MAY 2013

SCOTTISH COUNCILS CONTINUE TO DELIVER IMPROVED LOCAL ROADS ON REDUCED BUDGETS

Commenting on an Accounts Commission Audit Update Report out today (Friday) on Roads Maintenance and ahead of his keynote speech to the annual Society of Chief Officers of Transportation in Scotland (SCOTS) conference in Pitlochry, Councillor Stephen Hagan, COSLA's Development, Economy and Sustainability Spokesperson commented:

“There is no doubt councils have been actively addressing the general condition of roads across Scotland despite reduced budgets over the last few years.

The delivery of improved ways of working is showing clear results despite some recent harsh winters as demonstrated by the latest SCOTS independent roads conditions survey. Road condition has marginally improved but councils have spent 20% less in achieving these outcomes in recent years, a tremendous achievement in times of tighter overall budgets.

The outputs of the joint Scottish and local government road maintenance review are also driving efficiencies across Scotland which will reinforce this improvement over the next few years. This work alongside the recent launch of local government benchmarking project which has 4 performance indicators relating to road maintenance will I am sure identify areas for further improvement of road maintenance services in Scotland.

A focus on improving lives locally is at the heart of everything that councils do. We need integration of services and not centralisation to drive further efficiencies and a focus on outcomes rather than inputs as measures of services. “

Councillor Hagan concluded that: “Councils recognise the importance of the local road network as a vital asset in the lives of local communities and for local businesses. For these reasons and many others, Scottish councils continue to invest in maintaining and improving the Scottish road network.

SCOTTISH MINISTERS Handling of Audit Scotland Audit Update**MEDIA LINES**

The maintenance of local roads is a matter for local authorities who have received over £10.3 billion in Scottish Government funding for 2013/14. While this survey is largely focused on local and rural roads, since 2007, over £2.5 billion has been invested in Scotland's trunk road network.

In 2012/13 alone, £665 million has been committed to further maintaining and improving our trunk roads. In addition, an extra £5 million spend was announced last December as part of our investment in 'shovel ready' schemes, with a further investment of £10 million announced as part of the 2013/14 budget statement to Parliament in February. This is all despite a 26 per cent cut to Scotland's capital budget as a result of Westminster government cuts.

PQ S4W-15128: David Stewart MSP (Scottish Labour) (Highlands and Islands)

To ask the Scottish Government what action it is taking in light of the finding in the Accounts Commission report, Maintaining Scotland's Roads: An audit update on councils' progress, that "there is a need to increase the pace of progress in improving roads condition"

Mr Brown: The maintenance of local roads is a matter for local authorities. The Scottish Government is providing local government in Scotland with over £10.3 billion in 2013-14.

In addition, a National Road Maintenance Review concluded in July 2012. This Review identified 30 initiatives aimed at ensuring all road authorities in Scotland could manage and maintain our roads more efficiently. A Strategic Action Group has been set up to oversee the implementation of these initiatives. I jointly chair this group with Councillor Stephen Hagan, COSLA Spokesperson for Regeneration and Sustainable Development. The next meeting is scheduled for Wednesday 26 June 2013.

Further information on the National Road Maintenance Review is available at: <http://www.transportscotland.gov.uk/road/maintenance/road-maintenance-review>

S4O-02115: John Scott MSP (Scottish Conservative and Unionist Party) (Ayr)

To ask the Scottish Government what recent discussions ministers have had with local authorities regarding the condition of the road network.

Mr Brown: The condition of Scotland's roads has been raised in general discussions between ministers and local authorities. In addition, a strategic action group has been set up to oversee the implementation of 30 initiatives flowing from the national roads maintenance review. Those initiatives are aimed at ensuring that all road authorities in Scotland efficiently manage and maintain our roads. I jointly chair the group with Councillor Stephen Hagan, the Convention of Scottish Local Authorities spokesperson for regeneration and sustainable development. The next meeting is scheduled for Wednesday 26 June 2013.

John Scott: The minister will be aware that a survey that was published by the Automobile Association earlier this year found that Scotland's roads are in the worst condition of any in the United Kingdom and that more than half of Scottish drivers believe that the condition of council-maintained roads has deteriorated since last year. In view of those concerns, as well as the huge backlog of road maintenance work that is faced and the funding constraints on Scottish councils, what further practical steps will the Scottish Government take to help to deal with the poor state of our non-trunk roads?

Keith Brown: I take John Scott's point about the financial constraints on our councils, but he really must ponder why they have those financial constraints. We have had one quarter—about 26 per cent—of our capital budget constrained, and we have to pass that on to local authorities. Our revenue budget is also being constrained. We are giving a larger proportion of our budget to local authorities than previous Administrations have done. The member really must accept some responsibility for the

fact that we are living in these constrained times because we have to rely on money from the UK Government.

Despite that, I believe that the national roads maintenance review produced a number of positive actions that allow much more effective joint working between local authorities, and between local authorities and the Scottish Government. It is a huge job and there has been a backlog for a number of years. A great deal of work is going into ensuring that the money that we spend on roads goes even further. Perhaps John Scott can talk to his colleagues down south to get them to try to improve the budget situation that he says councils are in.

Road Maintenance Strategic Action Group (SAG)

Date of 20th June
2013

Agenda Item – 4 Paper A

SCSSIB UPDATE NOTE Colin Mair, Chief Executive, Improvement Service

1. The SCSSIB has held two meetings since the last meeting of the SAG. These have focused on two key topics:
 - (i) An initial work programme for the SCSSIB and
 - (ii) Creating the funding basis for a central team to support the programme.
2. The work programme has achieved an initial scoping with an emphasis on putting in place foundations for taking the programme forward: reliable baseline information, benchmarks and standard diagnostics. There has also been a focus on getting to a more accurate record of the distribution of assets, plant, equipment, staff capacity and skills across Scottish roads authorities as a basis for rapid identification of opportunities for sharing capacity and expertise. Finally, there is agreement that a hard focus on “quick wins” around shared capacity is necessary to build momentum and confidence.
3. The funding for an operational team has been agreed in principle with Transport Scotland and the 32 councils. £150,000 will be made available each year for the next two years, underpinned by a minute of agreement with the IS. The IS will employ and host the national team for SCSSIB, and provide support on knowledge management, communications, financial management and administration. The IS will not charge for delivering these functions on behalf of the SCSSIB. The agreement will commence from 1st September 2013 for two years, reviewable and renewable.
4. Consequential on involvement with SCSSIB, the IS has undertaken two bits of work relevant to its objectives. The first is building roads services into the benchmarking framework the IS has developed on behalf of SOLACE and COSLA. Initially, this covers the measurement of unit costs by service area across the 32 councils, but this is being extended to include measures of quality, sustainability and outcomes. The SCSSIB work programme can draw on and enrich that framework.
5. This IS has also piloted a rapid business case exercise (2 months) with 3 councils to create shared capacity and ultimately a shared service. It was an attempt to pilot an approach to building momentum, supporting rapid decision making an establishing the key baseline data and diagnostic tools that enable that. In 3 months, this has resulted in political and executive agreement to moving to shared capacity and then a fully shared service. Implementation and change planning is now being developed round that. The exercise has also allowed testing of where external input to augment local input will most pay off.

6. The experience has enabled the IS to refine and improve a rapid business case methodology, and to identify key factors that lead to rapid and positive decision making. The exercise also required the development of toolkits, templates and frameworks for cost modelling the status quo and future options. All these are transferable and will be available to the national team, when appointed, and to other councils. They will support the baselines and benchmarks workstream within the SCSSIB work programme.

AGREEMENT

between

ABERDEEN CITY COUNCIL
and
ABERDEENSHIRE COUNCIL
and
ANGUS COUNCIL
and
ARGYLL & BUTE COUNCIL
and
CLACKMANNANSHIRE COUNCIL
and
COMHAIRLE NAN EILEAN SIAR
and
DUMFRIES & GALLOWAY COUNCIL
and
DUNDEE CITY COUNCIL
and
EAST AYRSHIRE COUNCIL
and
EAST DUNBARTONSHIRE COUNCIL
and
EAST LoTHIAN COUNCIL
and
EAST RENFREWSHIRE COUNCIL
and
CITY OF EDINBURGH COUNCIL
and
FALKIRK COUNCIL
and
FIFE COUNCIL
and
CITY OF GLASGOW COUNCIL
and
THE HIGHLAND COUNCIL
and
INVERCLYDE COUNCIL
and
MIDLoTHIAN COUNCIL
and
MoRAY COUNCIL
and
NoRTH AYRSHIRE COUNCIL
and
NoRTH LANARKSHIRE COUNCIL
and
oRKNEY ISLANDS COUNCIL
and
PERTH AND KINROSS COUNCIL
and
RENFREWSHIRE COUNCIL
and
SCOTTISH BORDERS COUNCIL
and

SHETLAND ISLANDS COUNCIL
and
SOUTH AYRSHIRE COUNCIL
and
SOUTH LANARKSHIRE COUNCIL
and
STIRLING COUNCIL
and
WEST DUNBARTONSHIRE COUNCIL
and
WEST LoTHIAN COUNCIL
and
TRANSPORT SCOTLAND
and
IMPROVEMENT SERVICE

AGREEMENT

amongst

ABERDEEN CITY COUNCIL having
their principal office at Town House,
Broad Street, Aberdeen, AB10 1FY

and

ABERDEENSHIRE COUNCIL having
their principal office at Woodhill House,
Westburn Road, Aberdeen, AB16 5GB

and

ANGUS COUNCIL having their
principal office at Angus House,
Orchardbank Business Park, Forfar, DD8
1AN

and

ARGYLL & BUTE COUNCIL having
their principal office at Kilmory Castle,
Lochgilphead, Argyll, PA31 8RT

and

CLACKMANNANSHIRE COUNCIL
having their principal office at
Greenfield, Alloa, FK10 2AD

and

COMHAIRLE NAN EILEAN SIAR
having their principal office at Council
Offices, Sandwick Road, Stornoway, Isle
of Lewis, HS1 2BW

and

DUMFRIES & GALLOWAY
COUNCIL having their principal office
at Council Offices, English Street,
Dumfries, DG1 2DD

and

DUNDEE CITY COUNCIL having their principal office at 21 City Square, City Chambers, Dundee, DD1 3BY

and

EAST AYRSHIRE COUNCIL having their principal office at Council Headquarters, London Road, Kilmarnock, KA3 7BU

and

EAST DUNBARTONSHIRE COUNCIL having their principal office at Tom Johnston House, Civic Way, Kirkintilloch, G66 4TJ

and

EAST LoTHIAN COUNCIL having their principal office at John Muir House, Haddington, EH41 3HA

and

EAST RENFREWSHIRE COUNCIL having their principal office at Eastwood Park, Rouken Glen Road, Giffnock, East Renfrewshire, G46 6UG

and

CITY OF EDINBURGH COUNCIL having their principal office at Council Headquarters, Wellington Court, 10 Waterloo Place, Edinburgh, EH1 3EG

and

FALKIRK COUNCIL having their principal office at Municipal Buildings, Falkirk, FK1 5RS

and

FIFE COUNCIL having their principal office at Fife House, North Street, Glenrothes, KY7 5LT

CITY OF GLASGOW COUNCIL
having their principal office at City
Chambers, George Square, Glasgow, G2
1DU

and

THE HIGHLAND COUNCIL having
their principal office at Council
Buildings, Glenurquhart Road,
Inverness, IV3 5NX

and

INVERCLYDE COUNCIL having their
principal office at Municipal Buildings,
Greenock, PA15 1LY

and

MIDLOTHIAN COUNCIL having their
principal office at Midlothian House,
Buccleuch Street, Dalkeith, EH22 1DJ

and

MORAY COUNCIL having their
principal office at High Street, Elgin,
Moray, IV30 1BX

and

NORTH AYRSHIRE COUNCIL having
their principal office at Cunninghame
House, Irvine, KA12 8EE

and

NORTH LANARKSHIRE COUNCIL
having their principal office at PO Box
14, Civic Centre, Motherwell, ML1 1TW

and

ORKNEY ISLANDS COUNCIL having
their principal office at Council Offices,
School Place, Kirkwall, Orkney, KW15
1NY

and

PERTH AND KINROSS COUNCIL
having their principal office at 2 High
Street, Perth, PH1 5PH

and

RENFREWSHIRE COUNCIL having
their principal office at Council
Headquarters, North Building, Cotton
Street, Paisley, PA1 1TR

and

SCOTTISH BORDERS COUNCIL
having their principal office at Council
Headquarters, Newton St. Boswells,
Melrose, Roxburghshire, TD6 0SA

and

SHETLAND ISLANDS COUNCIL
having their principal office at Town
Hall, Lerwick, ZE1 0HB

and

SOUTH AYRSHIRE COUNCIL having
their principal office at County
Buildings, Wellington Square, Ayr, KA7
1DR

and

SOUTH LANARKSHIRE COUNCIL
having their principal office at Council
Offices, Almada Street, Hamilton, ML3
0AA

and

STIRLING COUNCIL having their
principal office at Viewforth, Stirling,
FK8 2ET

and

WEST DUNBARTONSHIRE
COUNCIL having their principal office

at Council Offices, Garshake Road,
Dumbarton, G82 3PU

and

WEST LoTHIAN COUNCIL having
their principal office at West Lothian
House, Almondvale Boulevard,
Livingston, West Lothian, EH54 6QG

and

(all incorporated under section 2 of the
Local Government etc. (Scotland) Act
1994 and all hereinafter referred to as
“the Councils”)

and

TRANSPORT SCOTLAND

and

IMPROVEMENT SERVICE

WHEREAS

- (A) It is proposed to create a “national resource”, governed by the SCSSIB (Shared Capacity and Shared Service Improvement Board) on behalf of Scottish Government and local government, to support the developed of shared services, shared capacity and other collaborative mechanisms for improving efficiency and capacity utilisation in Scotland’s roads services.
- (B) Scotland’s councils, Transport Scotland on behalf of Scottish Government, and the IS (Improvement Service) propose to enter into an agreement to finance, host and manage the “core resource” that will be governed on their behalf by SCSSIB.

NOW THEREFORE IT IS AGREED AS FOLLOWS-

1.0 Definitions

- 1.1 “Scotland’s councils” means all 32 councils in Scotland who have statutory responsibility for roads services to their respective areas.

“National resource” means a central team, and supporting infrastructure, to support the identification of shared capacity, shared service and collaboration opportunities across Scotland, and to support the ability to take these opportunities. A fuller statement of remit is appended (See Schedule 1).

“SCSSIB” is a Board to oversee the “national resource”, jointly agreed by Scottish Government and COSLA. It will report to Ministers and COSLA through the Strategic Advisory Group (SAG).

- 1.2 Words importing the singular number shall include the plural, except where the context otherwise requires.

- 1.3 References to Clauses means a Clause of this Agreement.

2. Duration of this Agreement

- 2.1 This Agreement shall commence on the last date of execution hereof and continue until **31st March 2015**, unless extended.

3. Obligation on each Council and Transport Scotland

- 3.1 Each Council and Transport Scotland undertakes by its signature hereof that it will remit to the IS within thirty two days of receipt of an invoice from the IS the sum appended (See Schedule 2) to this Agreement representing a reasonable share of the cost of provision of the national team referred to in clause 1.1 and other costs associated with deploying the team. This agreement is reviewable and renewable after two years but will last for at least that period.

- 3.2 Each Council undertakes by its signature hereof to facilitate the work of SCSSIB and the central team by timeous return of information, evidence and data necessary for the delivery of the programme.
- 3.3 If, and when, this agreement is terminated, Scottish councils and Transport Scotland will fully compensate the IS for any outstanding staff or contractual liabilities arising from decisions taken by the SCSSIB.

4. Obligations on the Improvement Service

- 4.1 The IS will provide the employers function and host the central team, including the provision of appropriate accommodation, financial management, administrative and HR support. It will undertake procurement and hold contracts and contractual liabilities decided upon by the SCSSIB. The IS will not levy financial charges for providing these functions, with the exception of the procurement of computer and telephonic equipment required by the central team.
- 4.2 The IS will create a cost centre accounting framework for all monies provided under this agreement, and will provide timeous and accurate financial reports to the SCSSIB. This will include full year end reports on all transactions against the cost centre account.
- 4.3 The IS will provide access to all its knowledge management, e-learning and social media resources, and will support the central team to fully exploit these resources in the delivery of its programmes.

5. Extension of Agreement

- 5.1 This agreement will be independently reviewed and evaluated at the end of the two year period specified in clause 3.1. If that evaluation is positive in terms of the delivery of shared capacity, shared services and improved collaboration, councils, Transport Scotland and the IS shall extend that agreement for such period and subject to such terms and conditions as the parties may agree.

6. Partnership

- 6.1 Nothing in this Agreement shall be taken to establish a legal partnership in terms of the Partnership Act 1890 among the partners.

7. Governing Law

- 7.1 This Agreement will be interpreted and construed in accordance with the Law of Scotland.

8. Disputes

- 8.1 In the event of any dispute arising as to the interpretation of the any of the terms hereof, the matter shall be referred for decision to an Arbiter mutually chosen, or failing such agreement, appointed by a Scottish Sheriff: IN WITNESS WHEREOF these presents consisting of this and the seven preceding pages together with the schedules annexed are executed by the parties as follows:

Schedule 1 – Remit of National Resource

The national resource will:

- Provide business analysis, diagnostic and analytic support including lean and process engineering.
- Create and maintain baseline data on assets, plant, equipment, staffing structures, skills and expert capacity and contractual arrangements across Scotland.
- Provide support to councils on rapid business case development, options appraisal, change and development implementation.
- Create and maintain online “communities of practice” to share key opportunities to improve resource utilisation and efficiency including evidence on Scottish, UK and international best practice.
- Provide collectively developed and agreed diagnostics to support identification of shared service and shared capacity opportunities.
- Further develop and support use of benchmarks that link the cost, quality and impact of roads expenditure.

Schedule 2 – Cost for each Council and Transport Scotland

SCSSIB

Share of Cost for each Council and Transport Scotland

Council	Share of cost £
Aberdeen City	
Aberdeenshire	
Angus	
Argyll and Bute	
Clackmannanshire	
Eilean Siar	
Dumfries and Galloway	
Dundee City	
East Ayrshire	
East Dunbartonshire	
East Lothian	
East Renfrewshire	
Edinburgh, City of	
Falkirk	
Fife	
Glasgow City	
Highland	
Inverclyde	
Midlothian	
Moray	
North Ayrshire	
North Lanarkshire	
Orkney Islands	
Perth and Kinross	
Renfrewshire	
Scottish Borders	
Shetland Islands	
South Ayrshire	
South Lanarkshire	
Stirling	
West Dunbartonshire	
West Lothian	
Transport Scotland	
Total	

Road Maintenance Strategic Action Group (SAG)

Date of 20th June
2013

Agenda Item – 4B

SHARED CAPACITY AND SHARED SERVICE IMPROVEMENT BOARD FUNDING

Purpose

At the initial meeting of the SAG there was an outstanding action to identify the funding for the Shared Capacity and Shared Service Improvement Board. This paper updates the position.

Background

1. Following initial meetings the Board is satisfied that an initial sum of £150,000 per annum is necessary for staff, travel and subsistence. There is already a model for proportionate funding of shared services by Local Government agreed by COSLA and Solace: funding based on council share of AEF. This has been used for Scotland Excel and more recently for Scientific Services. Assuming a total local government contribution of £100,000 per annum, the appendix illustrates the contribution required from each council. Transport Scotland would be responsible for providing the residual £50,000.
2. In March 2013 the Chair of SCOTS wrote to all member authorities setting out the approach to be taken for the funding of the SCSSIB and this approach was agreed in writing by all authorities and at the SCOTS Seminar of 17th May 2013.
3. A commitment of a least two years (2013/14 and 2014/15) has been made and the financial arrangement will be underpinned by an MOU which is currently being drafted. This is a small scale resource, but sufficient to initiate and develop a programme under the direction of the Board. If the 'central resource' proves itself a useful shared capacity, its business model and funding base can be reviewed at the end of the initial period.

Recommendation

This paper recommends that the Strategic Action Group endorse the funding position as agreed by the Board and at the SCOTS Seminar of 17th May:

Scottish Comparative Statistics
AEF 2012 to 2013

Council	AEF 2012/2013 £million	% of Scotland Total for AEF	Share of cost 2013/14 £
Aberdeen City	366.5	3.5	3,495
Aberdeenshire	430.9	4.1	4,109
Angus	214.5	2.0	2,045
Argyll and Bute	224.1	2.1	2,137
Clackmannanshire	99.4	0.9	948
Eilean Siar	110.4	1.1	1,053
Dumfries and Galloway	316.0	3.0	3,013
Dundee City	316.8	3.0	3,021
East Ayrshire	237.1	2.3	2,261
East Dunbartonshire	191.4	1.8	1,825
East Lothian	176.9	1.7	1,687
East Renfrewshire	182.5	1.7	1,740
Edinburgh, City of	819.7	7.8	7,817
Falkirk	295.3	2.8	2,816
Fife	675.0	6.4	6,437
Glasgow City	1,387.4	13.2	13,230
Highland	490.6	4.7	4,678
Inverclyde	181.5	1.7	1,731
Midlothian	158.8	1.5	1,514
Moray	168.0	1.6	1,602
North Ayrshire	283.5	2.7	2,703
North Lanarkshire	658.4	6.3	6,278
Orkney Islands	71.5	0.7	682
Perth and Kinross	262.7	2.5	2,505
Renfrewshire	335.0	3.2	3,195
Scottish Borders	224.3	2.1	2,139
Shetland Islands	93.7	0.9	894
South Ayrshire	212.0	2.0	2,022
South Lanarkshire	593.7	5.7	5,662
Stirling	178.8	1.7	1,705
West Dunbartonshire	208.3	2.0	1,986
West Lothian	321.9	3.1	3,070
Transport Scotland	na	na	50,000

Local Authority Total	10,486.6	100.0	£100,000
Notional Total	10,486.6	100.0	£100,000
SCOTLAND TOTAL			£150,000

Source: Scottish Government, Finance Circular FC3/2012 (15 March 2012)

Road Maintenance Strategic Action Group (SAG)

Date of 20th June
2013

Agenda Item – 5

Benchmarking for Improvement in Local Government

Purpose

1. To provide a summary of a new benchmarking framework for Scottish Local Government which has been developed by The Society of Local Authority Chief Executives (SOLACE) working with the Improvement Service (IS) and Councils and specific details on the Road Maintenance Indicators relevant to the work of the Strategic Action Group.

Recommendations

2. The Strategic Action Group is invited to:
 - i. Note the update provided regarding the project and the specific road maintenance indicators; and
 - ii. Agree that further reports should be tabled to the Strategic Action Group when further exploration work has been undertaken on benchmarking “families”.

Background

3. This is a summary of the first overview report for the Scottish Local Government Benchmarking Framework. Scotland's councils have worked together to report standard information on the services they provide to local communities across Scotland. This information covers how much councils spend on particular services and, where possible, service performance. The key point is that all the information provided is in a standard and therefore comparable form. Data was gathered over two years by SOLACE, COSLA and IS which will be used by the councils to benchmark their performance and look for opportunities to drive improvement and work in new and innovative ways.

Benchmarking Project

4. Each indicator is a question rather than an answer—it does not explain everything about councils and their performance, but helps to start the discussion about how services compare. This summary report is intended to provide further background about the project, and why it is important and a summary of initial outcomes relating to the remit of the Strategic Action Group.
5. Councils are absolutely committed to improving services and outcomes for their communities. All want to know that they are delivering effectively for their communities, and if others have made performance improvements, they want to know about these and understand how to emulate them. To do that, they also know that they need to understand their own performance, and how that compares with others.
6. Benchmarking is not a new concept, and for many years, services have shared formal and informal data about their performance and processes. Regardless of whatever particular definition is used, the process generally includes the following core elements:

- Benchmarking is about understanding how a service or organisation performs in comparison to others;
 - Benchmarking is a systematic process that needs to be planned, resourced and carried out with a degree of rigour;
 - Benchmarking is a learning process to understand current performance levels, how well others perform in the same service area, and why some services or organisations achieve better performance results; and
 - Benchmarking should support change and improvement based upon knowledge about best practice.
7. Getting the most out of that approach requires good systems, useful data, and a strong learning and sharing approach. This has always been technically challenging because it means ensuring that all organisations make comparisons on a like for like basis. To help, SOLACE has worked with the IS and councils to develop a new benchmarking framework for Scottish Local Government.
8. The project has helped councils create a consistent set of indicators, collected in a consistent way, and compared with councils that have similar profiles and issues. The project is based on 55 indicators across major service areas. Each can be collected on a comparable basis across all 32 councils and has been chosen because it is:
- Relevant to services and to councils;
 - Unambiguous and clearly understood;
 - Underpinned by timely data;
 - Accessible with clear guidelines on its application;
 - Statistically and methodologically robust;
 - Consistently applied across services and councils;
 - Cost effective to collect.

Indicators for Roads Maintenance

9. Over the last two years SOLACE has been working to finalise the indicators and develop information systems to support and develop them over time. The full list of indicators can be viewed at: www.improvementservice.org.uk/benchmarking . Specifically within the context of the Strategic Action Group the relevant indicators are:

ENV 4a: Cost of maintenance per kilometre of roads
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ENV 4b, c and d: Percentage of A, B and C class roads that should be considered for maintenance treatment

10. Annex A contains summary tables for indicators ENV 4a and ENV 4b-d.

Political Endorsement

11. Council Leaders have endorsed the approach and have been very clear that having a local government led benchmarking framework is the right thing to do and that they take performance, one of the four pillars of public sector reform, very seriously.
12. That significant commitment means that the whole of local government has committed to drive change through benchmarking and to develop the

framework over time. It has also meant that local government has been able to make the case for scaling back other management information that is less useful. COSLA has long argued for a more proportionate, risk based approach to performance and inspection. Yet most councils can still cite examples of performance indicators that they are required to collect but that in reality tell them very little about their performance.

13. From 2013/14, the new benchmarking framework is already set to replace the Statutory Performance Indicators (SPIs) that councils were previously required to collect, with further rationalisation expected over time

Data Analysis

14. Collecting the information is just the first stage in this journey. The real value of the project comes from drilling into that data to establish why there are differences in performance. This can be a complicated task, as performance is not as straightforward as simply ranking councils.
15. Local democratic choice and local context are important factors to take into account. The policies and priorities that a council makes, the expectations of local communities, and their social and economic context will all make potentially significant differences to the data.
16. Variation on a specific measure can therefore happen, not because services are better or worse, but because councils may be seeking to achieve something different for their communities, or face different challenges. Therefore, while benchmarking can improve comparisons across areas, that does not replace the legitimate policy choices that a council makes.
17. Benchmarking data also has to be read in the round. Simply focusing on spend alone does not explain performance levels and outcomes. This means understanding the spend within major service areas and the context that those services operate within. Raw benchmarking data on its own does not answer all the questions but it will help councils begin to explore these issues and learn from good practice.

Next Steps

18. Everyone with an interest in Scottish local government has a role to play in creating a culture in Scotland that recognizes the significant efforts all councils make to improve, which is honest about where further improvement is needed, but that supports that improvement in a constructive way.
19. Many councils will also be undertaking some local analysis and reporting of key messages for their area. The project will continue to progress during 2013. One of the key developments will be to explore benchmarking 'families'. This approach will help to make more accurate comparisons based on variables such as socio economic profile, geography, deprivation and other factors.
20. COSLA will also call on the Scottish Government and Parliament to review and scale back other performance reporting requirements that do not add value.
21. Finally, benchmarking between councils is important, but the ambition is not to stop there. Across Scotland, there is agreement that public services need to focus on outcomes and reduce demand. These issues present new challenges for the types of information we need, and over time the objective is therefore to extend the project across community planning partnerships to reflect the

integrated working that is taking place. This will be a complicated process, but it is the right path to take if we are to focus on the difference that public services make to communities, not simply the financial or other inputs and outputs that they achieve.

Conclusions

22. The trends reviewed do show that some variation in cost and performance is due to external factors that councils cannot directly control: population distribution and deprivation being the most important. However, two points should be emphasised:
 - i. If councils are grouped and differentiated by these external factors, there is still substantial variation within groups, as well as between them. That variation is not explained by external factors.
 - ii. In no case does an external factor explain more than 50% of the variation between councils on any indicator. Local policy choice, organisation and practice remain very important.
23. The purpose of the framework is to support councils in identifying where they vary from other similar councils, and where they might learn from other councils. For that to be the case, the indicators have to be relevant and useful in highlighting opportunities for improvement. The benchmarking framework itself needs improved to make sure that it is as useful as it could be. This initial iteration of the framework was built on using information already available, rather than developing a new evidence base. This has strengths, but it has also resulted in three limitations that need addressing.
24. First, there are still major areas of provision where spending cannot be linked to performance. A focus on costs alone, unrelated to outcomes, is unhelpful and may encourage cost reduction rather than cost effectiveness. The development programme for next year will address these issues.
25. Second, where costs are addressed, the framework measures gross cost even where an offsetting income stream is generated. Accepting there are complexities in establishing net costs and offsetting income, the framework is less useful if that is not achieved. Again, this will be improved in the next iteration.
26. Finally, customer/user satisfaction data is included in the framework at present, derived from the Scottish Household Survey (SHS). The sample for this survey is designed to be representative of Scotland as a whole, and is not representative at the level of any particular council (the sample for Scotland for one year is 10,000 and therefore the sample size for the average council would only be 300). The SHS results presented here use two years worth of data for each value because of the small sample size. Individual councils undertake service user and residents surveys but do not use a standard survey instrument. The development plan of next year will include working with councils to develop a standard survey template for measuring satisfaction.

Colin Mair
Improvement Service

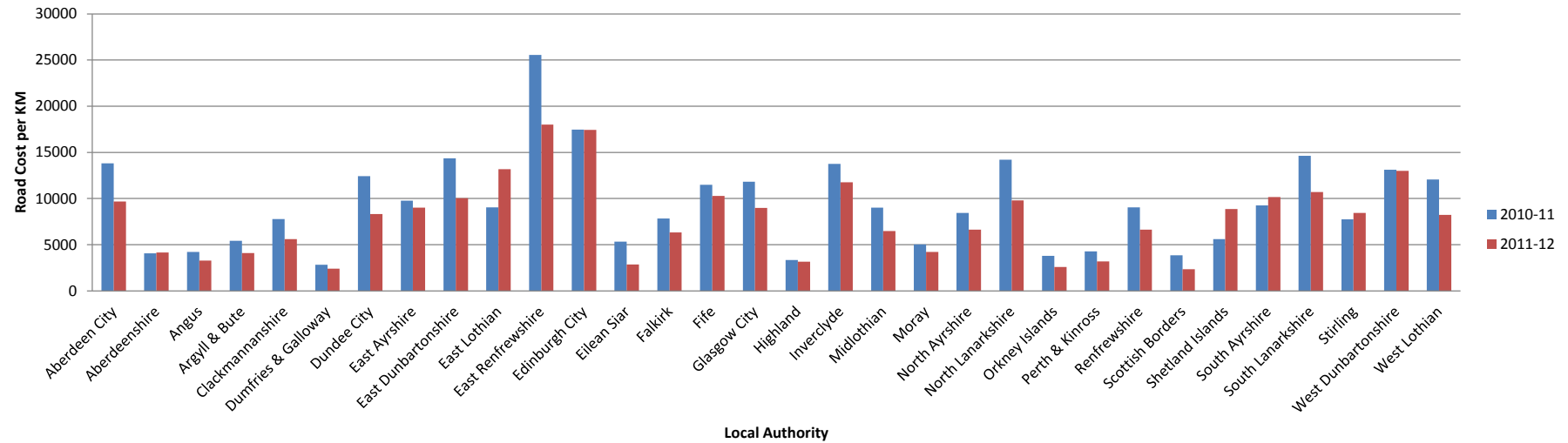
Jim Valentine
SOLACE

George Eckton
COSLA

ENV4a: Cost of Maintenance per Kilometre of Roads

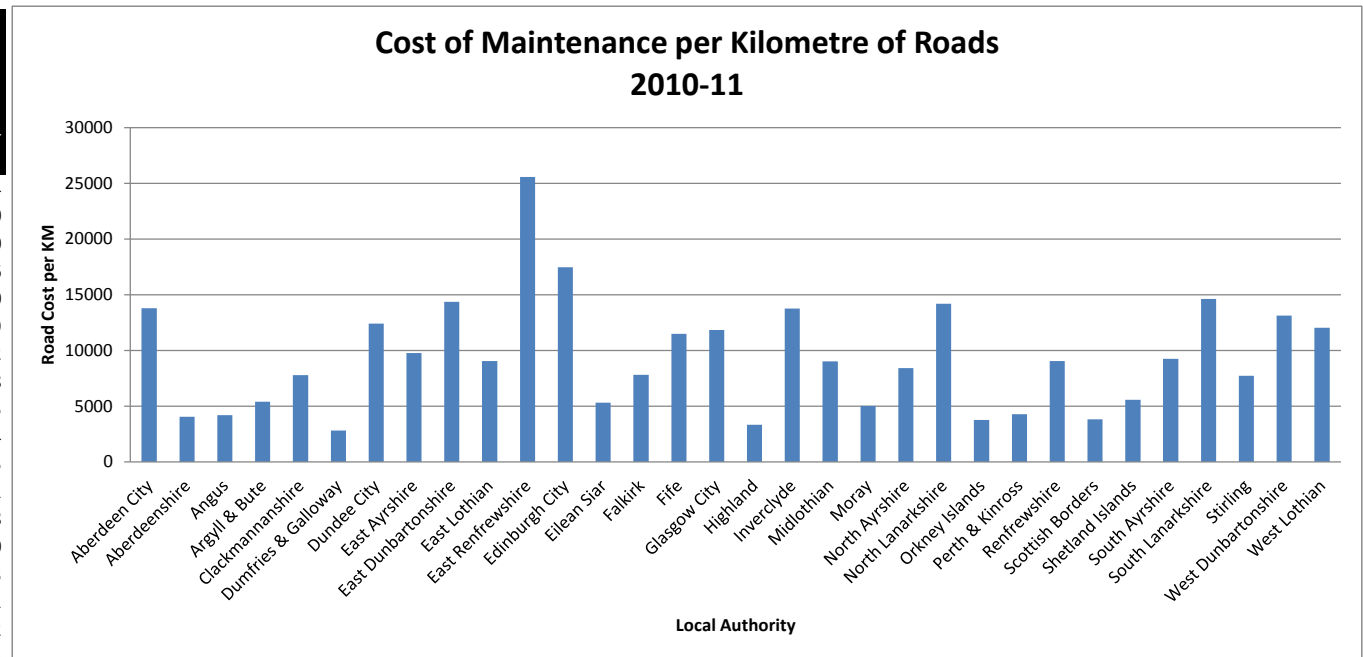
Local Authority	2010-11 Road and winter maintenance - gross expenditure	KM of Road	Road cost per kilometre £ 10- 11	2011 12 Road and winter maintenance - gross expenditure	KM of Road	Road cost per kilometre £ 11-12
Aberdeen City	12,520	907	13804	8,848	913	9691
Aberdeenshire	22,101	5,430	4070	22,558	5,443	4144
Angus	7,543	1,796	4200	5,902	1,797	3284
Argyll & Bute	12,609	2,328	5416	9,528	2,330	4089
Clackmannanshire	2,233	287	7780	1,610	288	5598
Dumfries & Galloway	11,641	4,144	2809	9,987	4,152	2405
Dundee City	6,926	558	12412	4,639	558	8317
East Ayrshire	11,167	1,142	9778	10,301	1,144	9005
East Dunbartonshire	7,239	504	14363	5,053	504	10028
East Lothian	8,420	931	9044	12,259	931	13163
East Renfrewshire	12,040	471	25563	8,501	472	18018
Edinburgh City	24,358	1,395	17461	24,351	1,397	17430
Eilean Siar	6,329	1,190	5318	3,392	1,190	2850
Falkirk	7,359	941	7820	6,029	955	6315
Fife	27,250	2,371	11493	24,428	2,377	10277
Glasgow City	20,834	1,761	11831	15,950	1,775	8984
Highland	22,539	6,745	3342	21,327	6,748	3161
Inverclyde	4,993	363	13755	4,306	366	11757
Midlothian	5,931	658	9014	4,301	663	6488
Moray	7,755	1,541	5032	6,491	1,542	4209
North Ayrshire	8,652	1,027	8425	6,810	1,028	6622
North Lanarkshire	22,230	1,566	14195	15,369	1,568	9800
Orkney Islands	3,702	980	3778	2,540	980	2591
Perth & Kinross	10,529	2,457	4285	7,822	2,466	3172
Renfrewshire	7,391	817	9047	5,434	821	6623
Scottish Borders	11,349	2,957	3838	6,965	2,963	2351
Shetland Islands	5,893	1,054	5591	9,340	1,054	8861
South Ayrshire	10,707	1,156	9262	11,743	1,157	10149
South Lanarkshire	33,202	2,271	14620	24,412	2,283	10692
Stirling	7,828	1,011	7743	8,517	1,011	8423
West Dunbartonshire	4,569	348	13129	4,548	350	12992
West Lothian	12,098	1,004	12050	8,297	1,010	8212

Cost of Maintenance per Kilometre of Roads 2010-11 & 2011-12



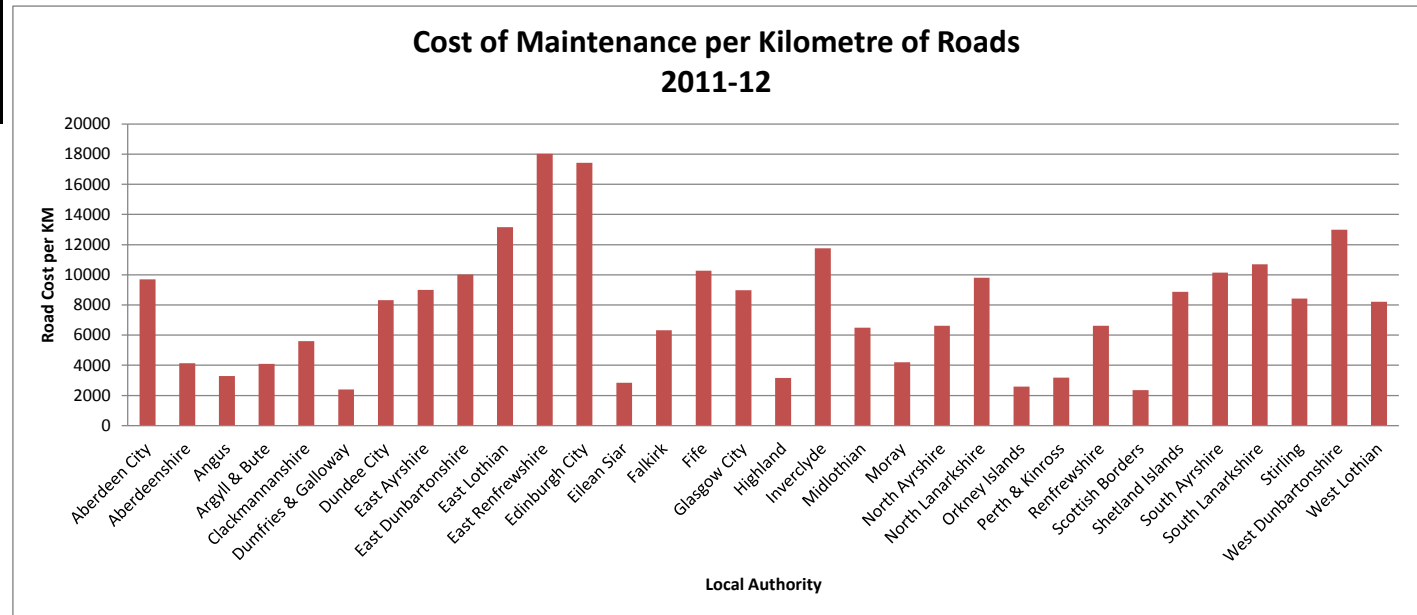
ENV4a: Cost of Maintenance per Kilometre of Roads 2010-11

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Clackmannanshire	2,233	287	7780
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East Dunbartonshire	7,239	504	14363
East Lothian	8,420	931	9044
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ENV4a: Cost of Maintenance per Kilometre of Roads 2011-12

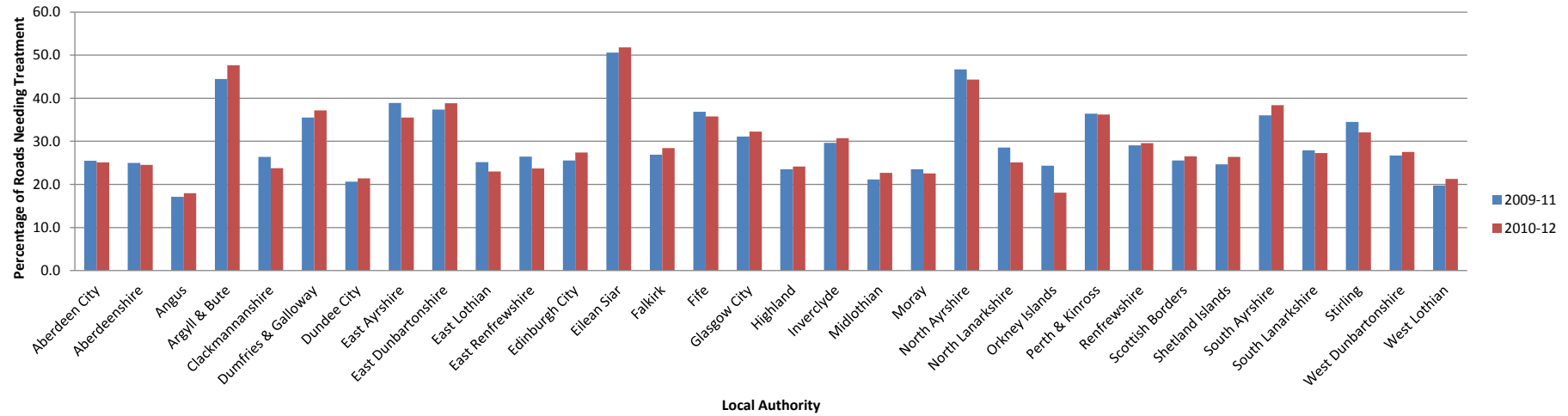
Local Authority	2011 12 Road and winter maintenance - gross expenditure	KM of Road	Road cost per kilometre £ 11-12
Aberdeen City	8,848	913	9691
Aberdeenshire	22,558	5,443	4144
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Fife	24,428	2,377	10277
Glasgow City	15,950	1,775	8984
Highland	21,327	6,748	3161
Inverclyde	4,306	366	11757
Midlothian	4,301	663	6488
Moray	6,491	1,542	4209
North Ayrshire	6,810	1,028	6622
North Lanarkshire	15,369	1,568	9800
Orkney Islands	2,540	980	2591
Perth & Kinross	7,822	2,466	3172
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Shetland Islands	9,340	1,054	8861
South Ayrshire	11,743	1,157	10149
South Lanarkshire	24,412	2,283	10692
Stirling	8,517	1,011	8423
West Dunbartonshire	4,548	350	12992
West Lothian	8,297	1,010	8212



ENV4b: Percentage of A class roads that should be considered for maintenance treatment

Local Authority	% of Class A roads that should be considered for maintenance treatment 09-11	% of Class A roads that should be considered for maintenance treatment 10-12
Aberdeen City	25.5	25.1
Aberdeenshire	25.0	24.5
Angus	17.1	17.9
Argyll & Bute	44.5	47.7
Clackmannanshire	26.4	23.8
Dumfries & Galloway	35.5	37.2
Dundee City	20.7	21.4
East Ayrshire	38.9	35.5
East Dunbartonshire	37.4	38.8
East Lothian	25.2	23.0
East Renfrewshire	26.4	23.7
Edinburgh City	25.6	27.4
Eilean Siar	50.6	51.8
Falkirk	26.9	28.4
Fife	36.8	35.8
Glasgow City	31.1	32.3
Highland	23.5	24.1
Inverclyde	29.7	30.7
Midlothian	21.1	22.7
Moray	23.5	22.6
North Ayrshire	46.7	44.4
North Lanarkshire	28.6	25.1
Orkney Islands	24.4	18.1
Perth & Kinross	36.4	36.2
Renfrewshire	29.1	29.6
Scottish Borders	25.5	26.5
Shetland Islands	24.7	26.4
South Ayrshire	36.0	38.4
South Lanarkshire	27.9	27.3
Stirling	34.5	32.1
West Dunbartonshire	26.7	27.5
West Lothian	19.7	21.3

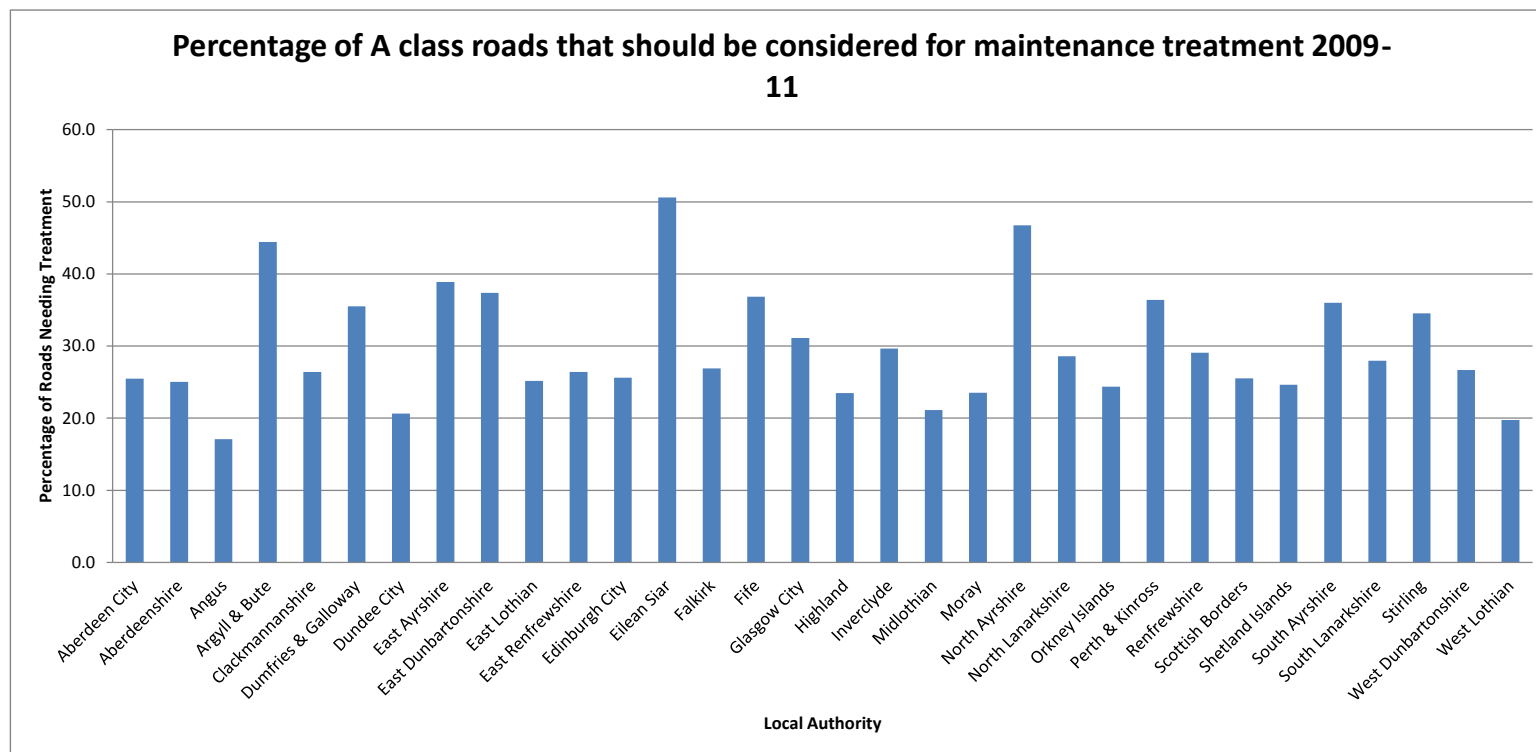
Percentage of A class roads that should be considered for maintenance treatment 2009-11 & 2010-12



ENV4b: Percentage of A class roads that should be considered for maintenance treatment 2009-11

Local Authority	% of Class A roads that should be considered for maintenance treatment 09-11
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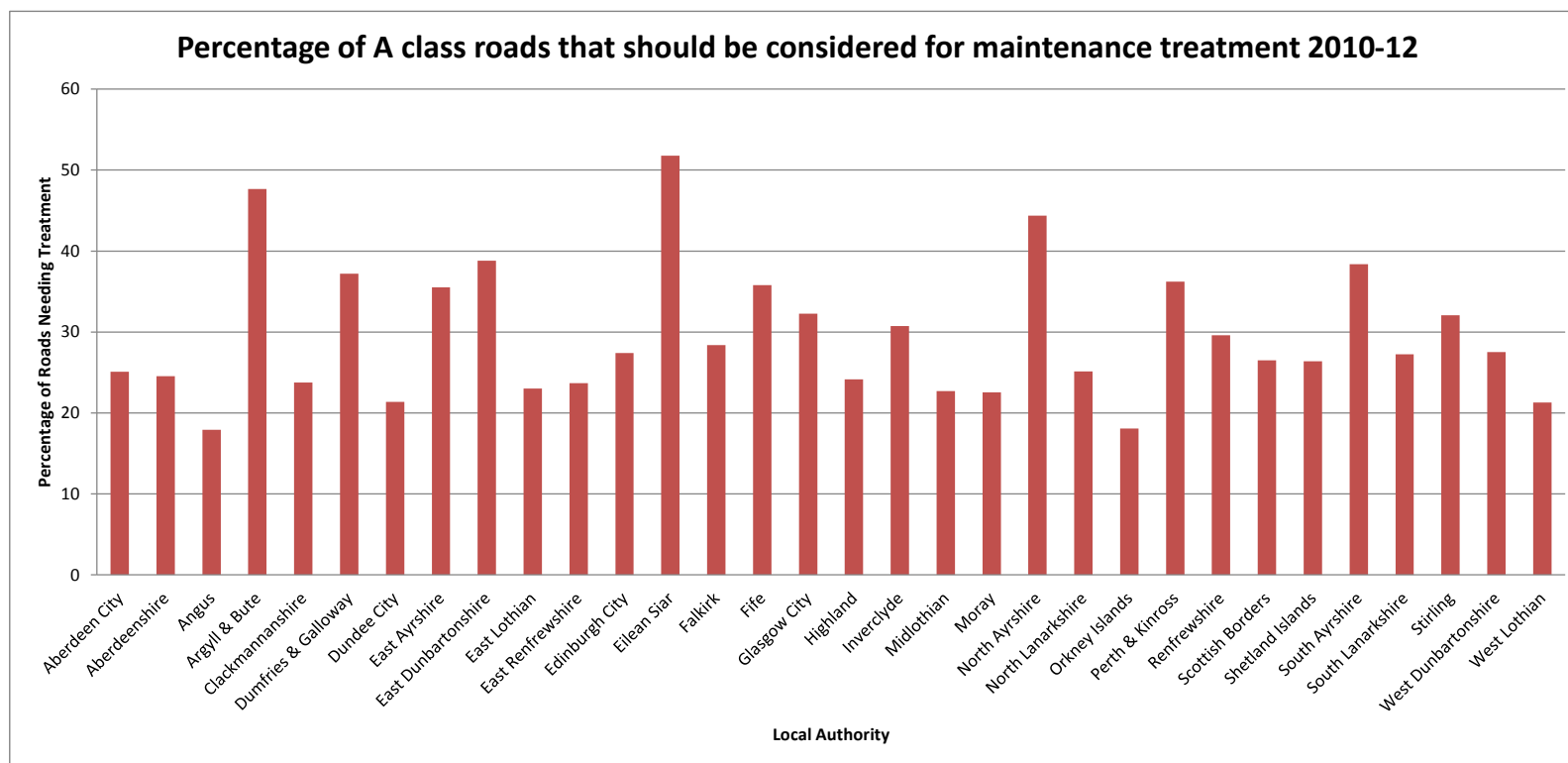
Aberdeen City	25.5
Aberdeenshire	25.0
Angus	17.1
Argyll & Bute	44.5
Clackmannanshire	26.4
Dumfries & Galloway	35.5
Dundee City	20.7
East Ayrshire	38.9
East Dunbartonshire	37.4
East Lothian	25.2
East Renfrewshire	26.4
Edinburgh City	25.6
Eilean Siar	50.6
Falkirk	26.9
Fife	36.8
Glasgow City	31.1
Highland	23.5
Inverclyde	29.7
Midlothian	21.1
Moray	23.5
North Ayrshire	46.7
North Lanarkshire	28.6
Orkney Islands	24.4
Perth & Kinross	36.4
Renfrewshire	29.1
Scottish Borders	25.5
Shetland Islands	24.7
South Ayrshire	36.0
South Lanarkshire	27.9
Stirling	34.5
West Dunbartonshire	26.7
West Lothian	19.7



ENV4b: Percentage of A class roads that should be considered for maintenance treatment 2010-12

Local Authority	% of Class A roads that should be considered for maintenance treatment 10-12
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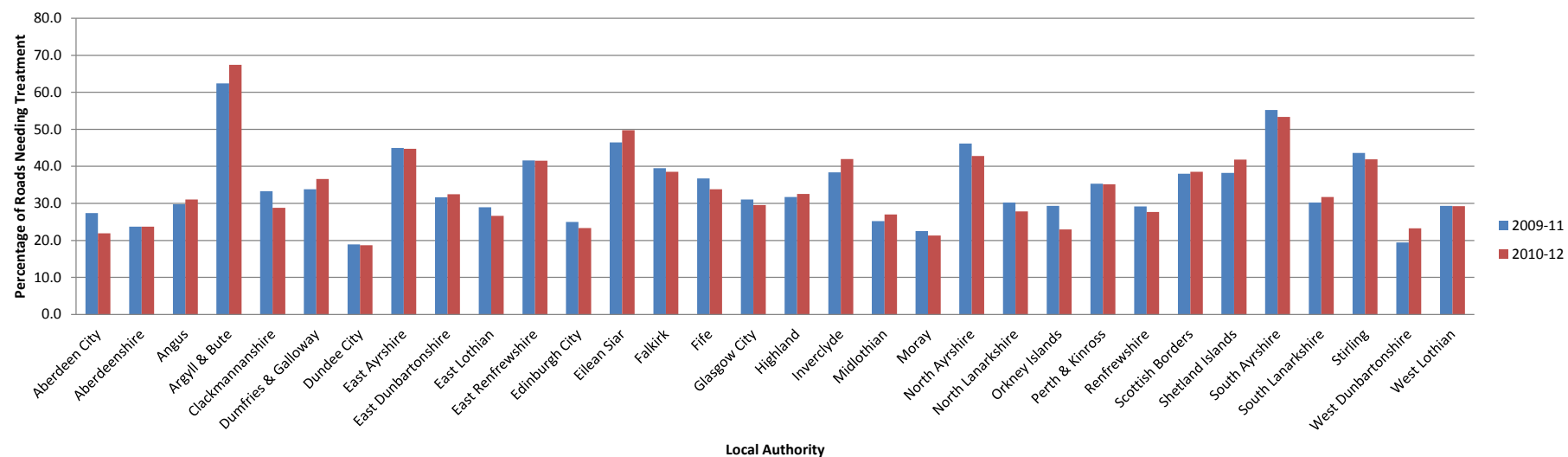
Aberdeen City	25.1
Aberdeenshire	24.5
Angus	17.9
Argyll & Bute	47.7
Clackmannanshire	23.8
Dumfries & Galloway	37.2
Dundee City	21.4
East Ayrshire	35.5
East Dunbartonshire	38.8
East Lothian	23.0
East Renfrewshire	23.7
Edinburgh City	27.4
Eilean Siar	51.8
Falkirk	28.4
Fife	35.8
Glasgow City	32.3
Highland	24.1
Inverclyde	30.7
Midlothian	22.7
Moray	22.6
North Ayrshire	44.4
North Lanarkshire	25.1
Orkney Islands	18.1
Perth & Kinross	36.2
Renfrewshire	29.6
Scottish Borders	26.5
Shetland Islands	26.4
South Ayrshire	38.4
South Lanarkshire	27.3
Stirling	32.1
West Dunbartonshire	27.5
West Lothian	21.3



ENV4c: Percentage of B class roads that should be considered for maintenance treatment

Local Authority	% of Class B roads that should be considered for maintenance treatment 09-11	% of Class B roads that should be considered for maintenance treatment 10-12
Aberdeen City	27.4	21.9
Aberdeenshire	23.7	23.7
Angus	29.8	31.0
Argyll & Bute	62.4	67.4
Clackmannanshire	33.3	28.8
Dumfries & Galloway	33.8	36.6
Dundee City	18.9	18.7
East Ayrshire	45.0	44.7
East Dunbartonshire	31.7	32.5
East Lothian	28.9	26.6
East Renfrewshire	41.6	41.5
Edinburgh City	25.0	23.4
Eilean Siar	46.5	49.8
Falkirk	39.5	38.5
Fife	36.7	33.8
Glasgow City	31.0	29.5
Highland	31.7	32.5
Inverclyde	38.4	42.0
Midlothian	25.2	27.0
Moray	22.5	21.3
North Ayrshire	46.1	42.8
North Lanarkshire	30.3	27.8
Orkney Islands	29.3	23.0
Perth & Kinross	35.3	35.2
Renfrewshire	29.2	27.7
Scottish Borders	38.0	38.6
Shetland Islands	38.2	41.8
South Ayrshire	55.3	53.4
South Lanarkshire	30.3	31.7
Stirling	43.7	41.9
West Dunbartonshire	19.4	23.3
West Lothian	29.4	29.3

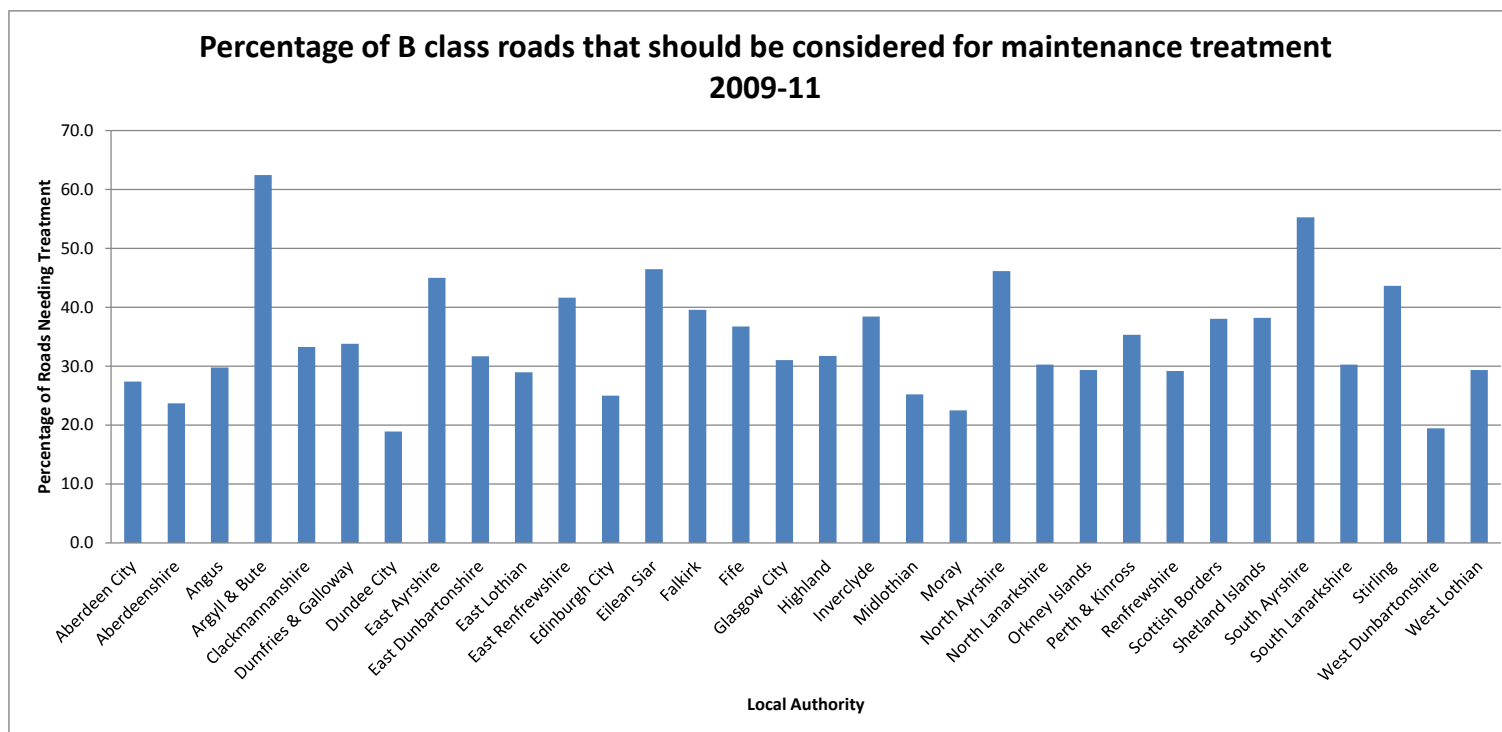
Percentage of B class roads that should be considered for maintenance treatment 2009-11 & 2010-12



ENV4c: Percentage of B class roads that should be considered for maintenance treatment 2009-11

Local Authority	% of Class B roads that should be considered for maintenance treatment 09-11
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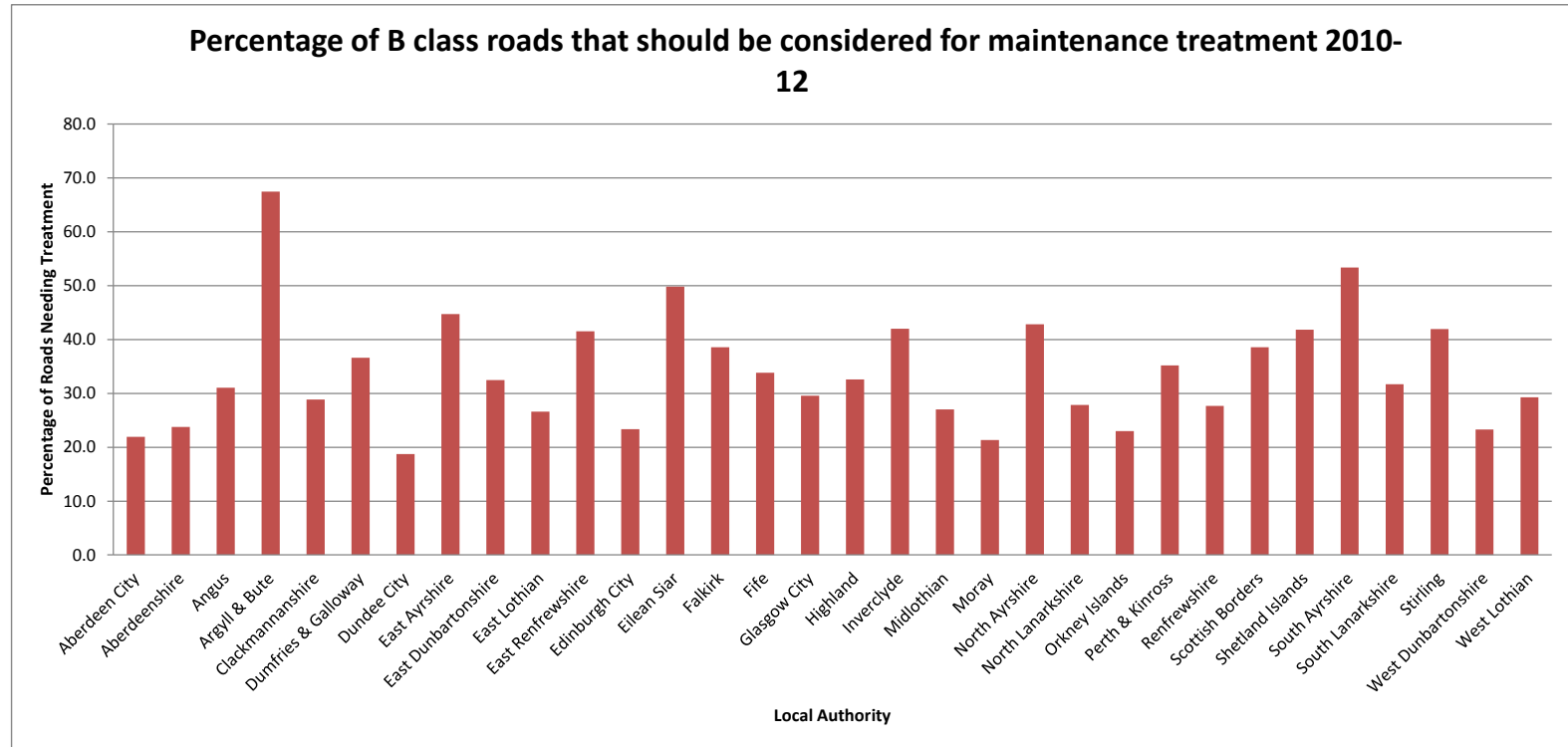
Aberdeen City	27.4
Aberdeenshire	23.7
Angus	29.8
Argyll & Bute	62.4
Clackmannanshire	33.3
Dumfries & Galloway	33.8
Dundee City	18.9
East Ayrshire	45.0
East Dunbartonshire	31.7
East Lothian	28.9
East Renfrewshire	41.6
Edinburgh City	25.0
Eilean Siar	46.5
Falkirk	39.5
Fife	36.7
Glasgow City	31.0
Highland	31.7
Inverclyde	38.4
Midlothian	25.2
Moray	22.5
North Ayrshire	46.1
North Lanarkshire	30.3
Orkney Islands	29.3
Perth & Kinross	35.3
Renfrewshire	29.2
Scottish Borders	38.0
Shetland Islands	38.2
South Ayrshire	55.3
South Lanarkshire	30.3
Stirling	43.7
West Dunbartonshire	19.4
West Lothian	29.4



ENV4c: Percentage of B class roads that should be considered for maintenance treatment 2010-12

Local Authority	% of Class B roads that should be considered for maintenance treatment 10-12
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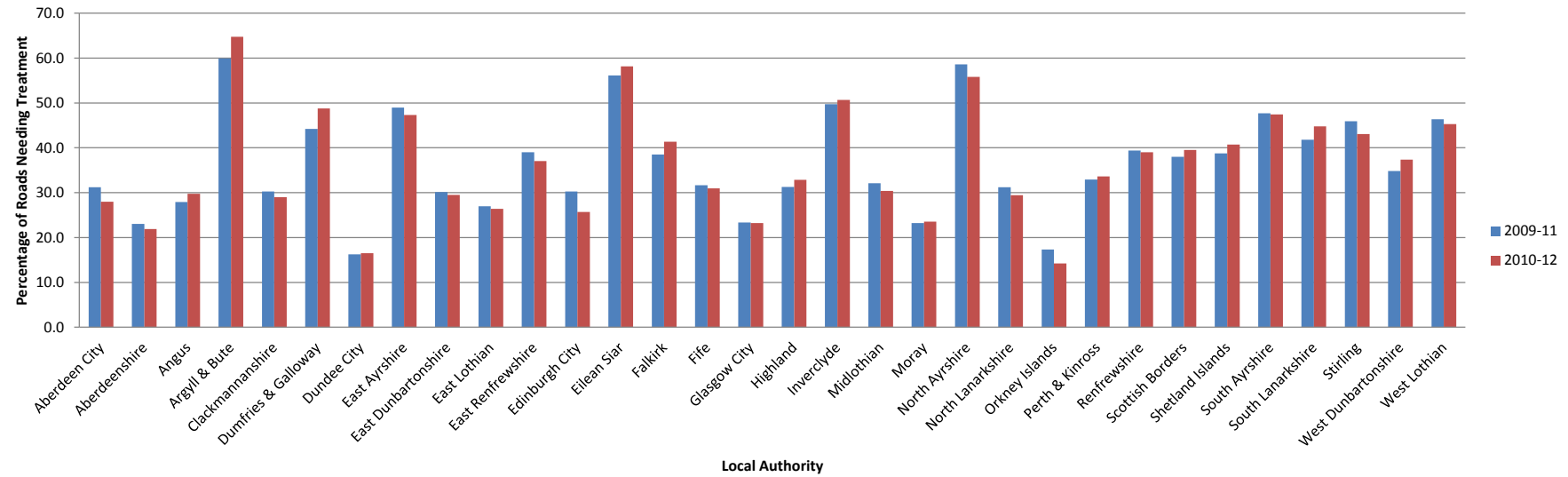
Aberdeen City	21.9
Aberdeenshire	23.7
Angus	31.0
Argyll & Bute	67.4
Clackmannanshire	28.8
Dumfries & Galloway	36.6
Dundee City	18.7
East Ayrshire	44.7
East Dunbartonshire	32.5
East Lothian	26.6
East Renfrewshire	41.5
Edinburgh City	23.4
Eilean Siar	49.8
Falkirk	38.5
Fife	33.8
Glasgow City	29.5
Highland	32.5
Inverclyde	42.0
Midlothian	27.0
Moray	21.3
North Ayrshire	42.8
North Lanarkshire	27.8
Orkney Islands	23.0
Perth & Kinross	35.2
Renfrewshire	27.7
Scottish Borders	38.6
Shetland Islands	41.8
South Ayrshire	53.4
South Lanarkshire	31.7
Stirling	41.9
West Dunbartonshire	23.3
West Lothian	29.3



ENV4d: Percentage of C class roads that should be considered for maintenance treatment

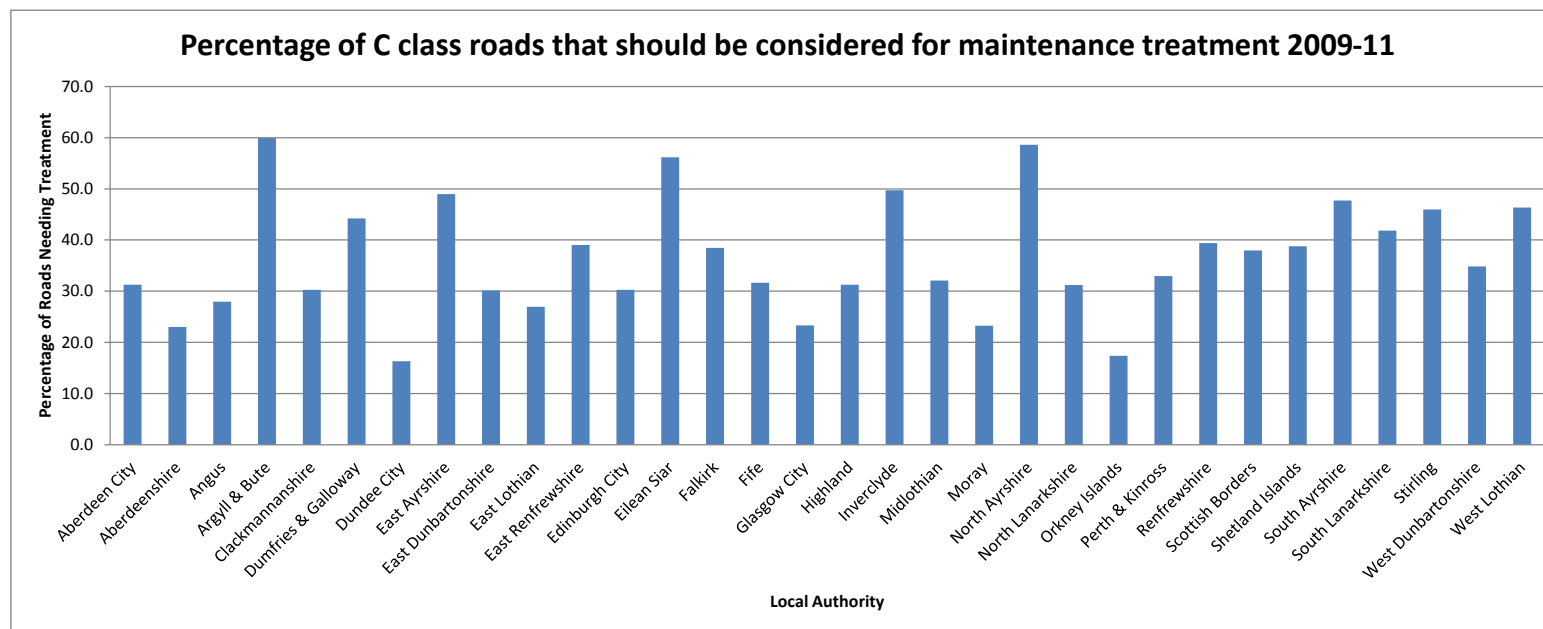
Local Authority	% of Class C roads that should be considered for maintenance treatment 09-11	% of Class C roads that should be considered for maintenance treatment 10-12
Aberdeen City	31.2	28.0
Aberdeenshire	23.0	21.9
Angus	27.9	29.8
Argyll & Bute	59.9	64.8
Clackmannanshire	30.3	29.0
Dumfries & Galloway	44.2	48.8
Dundee City	16.3	16.5
East Ayrshire	48.9	47.3
East Dunbartonshire	30.1	29.5
East Lothian	27.0	26.4
East Renfrewshire	39.0	37.0
Edinburgh City	30.2	25.7
Eilean Siar	56.1	58.2
Falkirk	38.5	41.4
Fife	31.6	31.0
Glasgow City	23.3	23.3
Highland	31.3	32.9
Inverclyde	49.7	50.7
Midlothian	32.1	30.4
Moray	23.3	23.5
North Ayrshire	58.6	55.8
North Lanarkshire	31.2	29.4
Orkney Islands	17.4	14.2
Perth & Kinross	33.0	33.6
Renfrewshire	39.4	39.0
Scottish Borders	38.0	39.5
Shetland Islands	38.8	40.7
South Ayrshire	47.7	47.4
South Lanarkshire	41.8	44.8
Stirling	45.9	43.1
West Dunbartonshire	34.8	37.4
West Lothian	46.4	45.3

Percentage of C class roads that should be considered for maintenance treatment 2009-11 & 2010-12



ENV4d: Percentage of C class roads that should be considered for maintenance treatment 2009-11

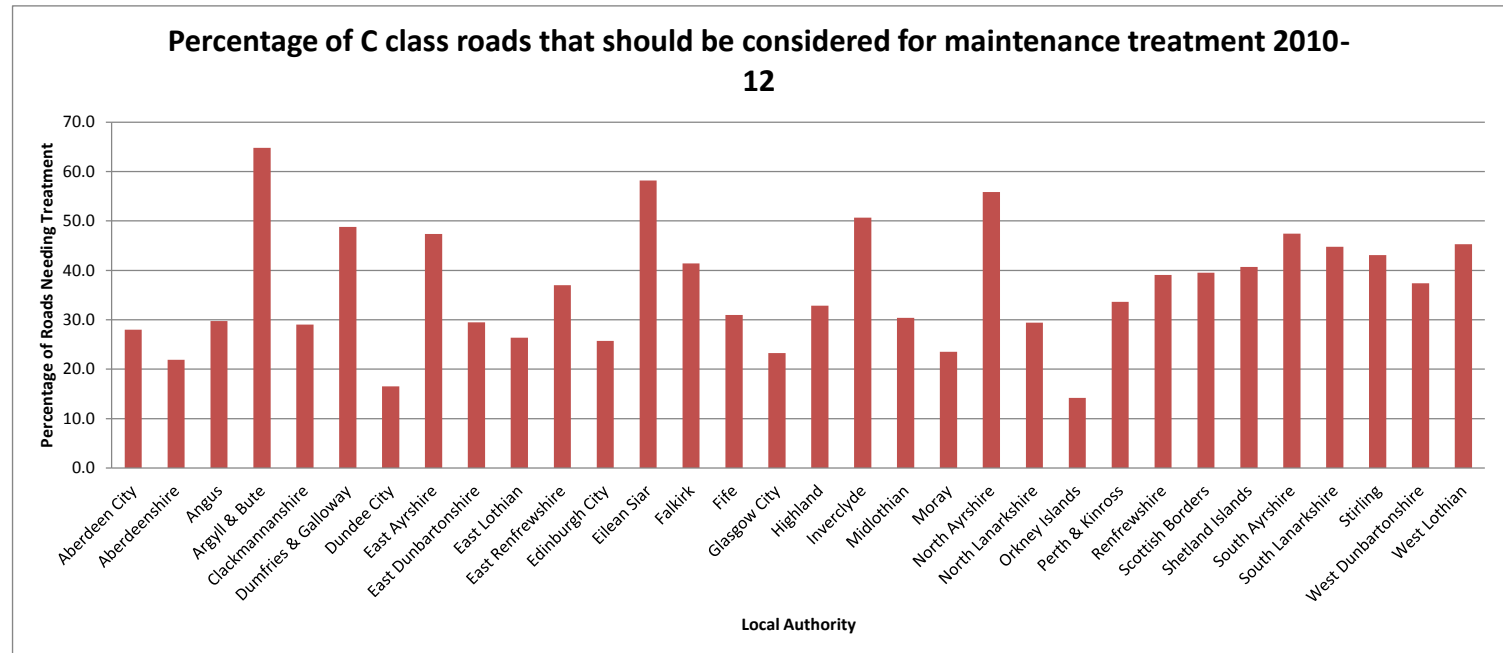
Local Authority	% of Class C roads that should be considered for maintenance treatment 09-11
Aberdeen City	31.2
Aberdeenshire	23.0
Angus	27.9
Argyll & Bute	59.9
Clackmannanshire	30.3
Dumfries & Galloway	44.2
Dundee City	16.3
East Ayrshire	48.9
East Dunbartonshire	30.1
East Lothian	27.0
East Renfrewshire	39.0
Edinburgh City	30.2
Eilean Siar	56.1
Falkirk	38.5
Fife	31.6
Glasgow City	23.3
Highland	31.3
Inverclyde	49.7
Midlothian	32.1
Moray	23.3
North Ayrshire	58.6
North Lanarkshire	31.2
Orkney Islands	17.4
Perth & Kinross	33.0
Renfrewshire	39.4
Scottish Borders	38.0
Shetland Islands	38.8
South Ayrshire	47.7
South Lanarkshire	41.8
Stirling	45.9
West Dunbartonshire	34.8
West Lothian	46.4



ENV4d: Percentage of C class roads that should be considered for maintenance treatment 2010-12

Local Authority	% of Class C roads that should be considered for maintenance treatment 10-12
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Aberdeen City	28.0
Aberdeenshire	21.9
Angus	29.8
Argyll & Bute	64.8
Clackmannanshire	29.0
Dumfries & Galloway	48.8
Dundee City	16.5
East Ayrshire	47.3
East Dunbartonshire	29.5
East Lothian	26.4
East Renfrewshire	37.0
Edinburgh City	25.7
Eilean Siar	58.2
Falkirk	41.4
Fife	31.0
Glasgow City	23.3
Highland	32.9
Inverclyde	50.7
Midlothian	30.4
Moray	23.5
North Ayrshire	55.8
North Lanarkshire	29.4
Orkney Islands	14.2
Perth & Kinross	33.6
Renfrewshire	39.0
Scottish Borders	39.5
Shetland Islands	40.7
South Ayrshire	47.4
South Lanarkshire	44.8
Stirling	43.1
West Dunbartonshire	37.4
West Lothian	45.3



National Road Maintenance Review - Roads Maintenance Strategic Action Group

Meeting 2 – Thursday 20th JUNE 2013

UPDATE ON PROGRESS WITH NRMR ACTIONS

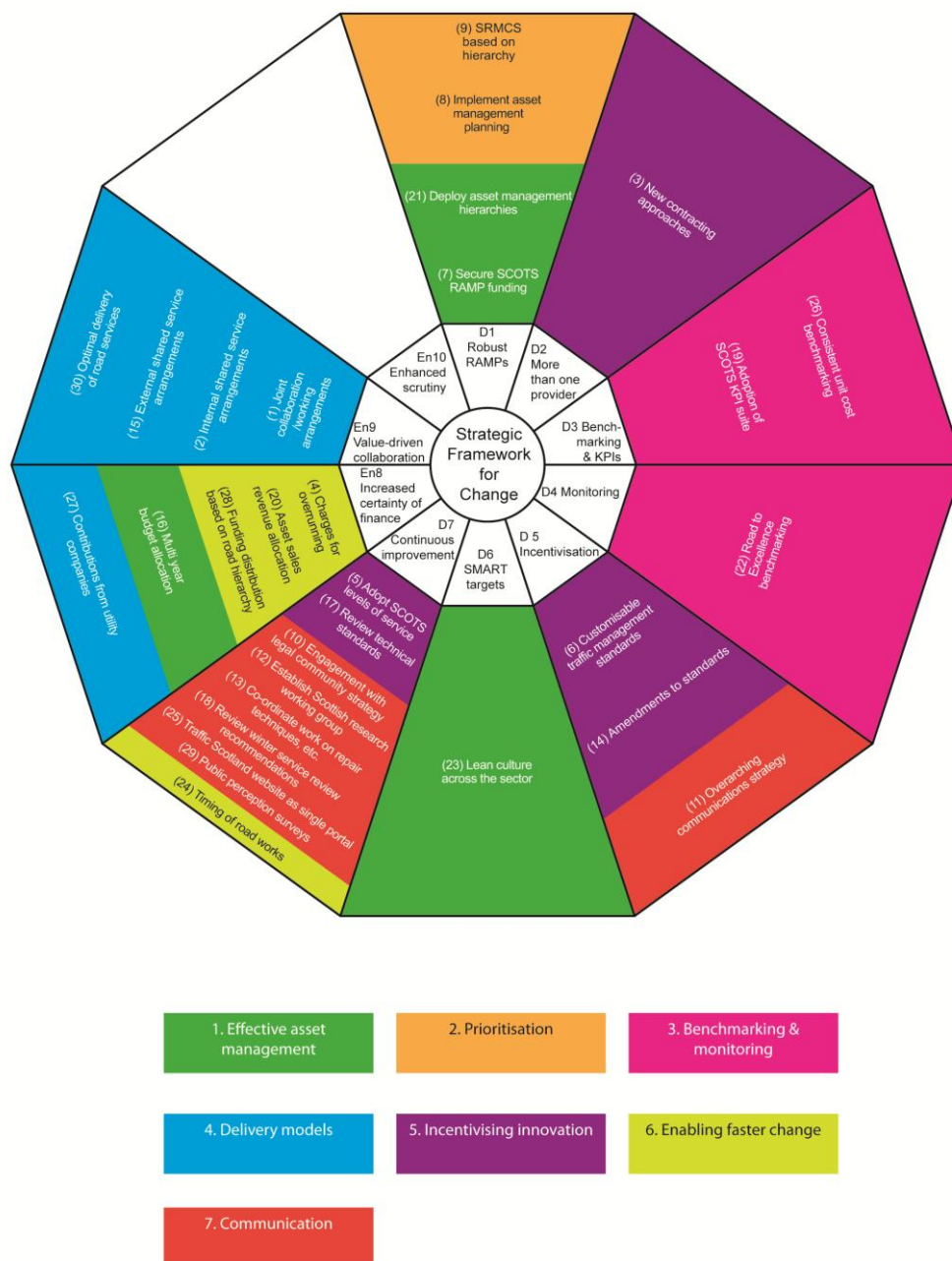


Figure 1: Strategic Framework showing 30 Options. Colours depict Themes from Phase 1

National Road Maintenance Review

The National Road Maintenance Review was initiated in Spring 2011 when Audit Scotland, within a formal audit report, requested the Scottish Government to take forward a national review of:

"how the road network is managed and maintained, with a view to stimulating service redesign and increasing the pace of examining the potential for shared services."

The Scottish Minister for Transport and Infrastructure accepted this request, and also advised that the review should:

"consider and recommend how the Scottish Government can work better with local authorities", and "what can be learned from international road management practice."

An Executive Summary of the Report is reproduced in ANNEX A. The full Audit Scotland Report is available on the link:- <http://www.audit-scotland.gov.uk/media/article.php?id=164>

The focus of the Review was to identify how those responsible for, and working in, Scotland's roads maintenance sector can deliver efficiently managed roads for all within the budgets available, and identify opportunities for innovation, collaborative working, and the sharing of services. The review covers the whole of the road asset including the road carriageway and adjoining footways, bridges, verges, signing and lighting.

PROGRESS WITH 30 OPTIONS

One of the key outputs from the Review process was the development of a Strategic Framework for Change that encompassed 30 Options spanning the vast majority of functions associated with the delivery of Road Maintenance in Scotland. This report sets out the current position in relation to those 30 Options with the full update for each option contained in the Appendix.

Across the 30 options there has been very good progress with between 75 and 80% of them either completed or on programme. Only a handful are behind program and the Stakeholder Group Members will be considering how to push them forward at the meeting of 21st June 2013.

Excellent progress has been made on the Road Asset Management Planning work with new projects about to commence for the Strategic and Local Road Networks over the next couple of months, with the SCOTS RAMP project having secured funding and now being taken forward in partnership with colleagues in Wales over the next four years (Options 7, 8, 9 and 21)

The work around the KPI's and Benchmarking has also progressed well and links strongly to the SOLACE work that is covered on a separate item of this agenda. Also covered elsewhere on the agenda is the consideration of potential contributions from utility companies to the costs of making good long term damage to roads due to reinstatements. This matter is part of a Scottish Government consultation which links directly to Option 27.

Two further areas worthy of highlighting

- i) the ongoing work of the Scottish Road Research Board which has a full program of research for the coming year and is being looked at closely by colleagues elsewhere in the UK (Option 12)
- ii) the pilot work around linking public perception surveys to actual performance information which will begin in July 2013 (Option 29)

APPENDIX A

2 - PROGRESS WITH OPTIONS IN STRATEGIC FRAMEWORK FOR CHANGE

Options have been classified within the Strategic Framework for Change Groupings as in the diagram above. Progress with each of the 30 Options is depicted in **RED/AMBER/GREEN** *in italics* on the following pages, together with the Lead Body responsible for taking forward.

Initiatives	What are we doing?	Timescale
Strategic Framework: D1 – Robust Asset Management Planning		
<p>D1.1 - Option 7 Seek to secure continued funding for SCOTS RAMP programme</p> <p>SCOTS - Christine Francis</p>	<p>Local Authority funding is being pursued by SCOTS Executive Group. No specific budget provision has been granted.</p> <p>New funding arrangements are now in being finalised in a joint agreement between Scottish and Welsh road authorities to enter into a joint project to develop and integrate the Scottish and Welsh asset management frameworks into a single Common Framework.</p> <p>31 of 32 Scottish authorities and all 22 Welsh authorities to date have agreed in principle to participate in, and fund the project. C Francis will discuss this further with the remaining authority.</p> <p>Lead: SCOTS Asset Management Working Group</p> <p><i>GREEN - On Programme</i></p>	<p>End 2012</p> <p>New timescale set: June/July 2013</p>
<p>D1.2 - Option 8 Implement asset management planning across all roads authorities and monitor effectiveness.</p> <p>SCOTS - Christine Francis</p> <p>TS - Angela Owen</p>	<p>SCOTS Executive Group to secure funding under D1.1 and then progress with D1.2 to continue the successful work to date by SCOTS. All 32 Scottish Local Roads Authorities now have basic RAMPS in place. The SCOTS/CSSW Asset Management Project will encourage and support continuous improvement with an annual update of RAMPS.</p> <p>A legal Agreement is being drawn up between the 54 Scottish and Welsh local authorities to formalise this collaborative contract. A contract award and project start is expected in June or July 2013.</p> <p>Nine companies expressed interest in tendering for the Asset Management Project support contract and 5 companies went through to the bid stage. The submissions have now been evaluated and the tender award is going through Committee approval on 13th June 2013.</p> <p>A project start is expected in July 2013.</p> <p>Lead: SCOTS Asset Management Working Group</p> <p><i>GREEN –On Programme</i></p> <p>Transport Scotland have embedded asset management planning within their maintenance systems and are progressing with procurement for technical support for Phase 2 of the Asset Management Improvement</p>	<p>Annual update</p> <p>End 2012</p>

	<p>Programme in January 2013.</p> <p>Lead: TS Asset Management Branch</p> <p><i>GREEN – COMPLETE</i></p>	
<p>D1.3 - Option 9</p> <p>Consider amending the criteria for determining which roads are surveyed as part of the local authority SRMCS condition survey. This is to reflect their maintenance hierarchy, rather than simply as A, B, C and unclassified roads.</p> <p>SCOTS - Christine Francis</p>	<p>SCOTS Asset Management Project is exploring how best to take this forward within the RAMP project.</p> <p>This issue will be raised with SRMCS group and the group will be asked to consider the pros and cons of this measure.</p> <p>The issue is due to be discussed at the next SRMCS meeting in October 2013. Should the SRMCS group decide that it is worthwhile making this change it should be noted that there may be some technical difficulties in implementing it.</p> <p>Lead: SCOTS Asset Management Working Group</p> <p><i>GREEN – On Programme</i></p>	Summer 2014
<p>D1.4 - Option 21</p> <p>Transport Scotland to deploy asset management hierarchies on the trunk road network.</p> <p>TS - Angela Owen</p>	<p>Transport Scotland have updated the base data in the hierarchy and will report to Minister with a recommendation to publish.</p> <p>TS preparing submission to Minister in June 2013.</p> <p>Lead: TS Asset Management Branch</p> <p><i>AMBER – behind programme</i></p>	Summer 2012 NEW DATE - June 2013
Strategic Framework: D2 – More than one provider or supplier to ensure meaningful comparison		
<p>D2.1 - Option 3</p> <p>Identify opportunities for the introduction of new contracting approaches to increase flexibility and to include framework agreements.</p>	<p>This option is being progressed under E9.1 (Option 30)</p>	Refer to Option 30 report
Strategic Framework: D3 – Appropriate outcome focused benchmarks and KPIs to illustrate efficient performance		
<p>D3.1 - Option 19</p> <p>Adoption of the SCOTS suite of roads KPIs by all local authorities in Scotland. Transport Scotland to review the suite of KPIs to determine if it would be appropriate to adopt them, allowing direct benchmarking against local authorities.</p> <p>TS - Angela Owen</p>	<p>All Local Authorities in Scotland have now adopted and implemented the SCOTS suite of KPIs.</p> <p>Lead: SCOTS Performance Management Group</p> <p><i>GREEN – COMPLETE</i></p> <p>Transport Scotland have developed a performance management framework containing a full range of performance measures and targets. These are to be published in an updated RAMP. This will be completed in July 2013.</p> <p>Lead: TS Asset Management Branch</p> <p><i>AMBER – behind programme. (This work might usefully link with D7.9)</i></p>	<p>Complete</p> <p>Autumn 2012</p> <p>NEW DATE - July 2013</p>
<p>D3.2 - Option 26</p> <p>Develop and apply a consistent unit cost benchmarking methodology</p>	<p>A suite of Performance Indicators has been prepared by the SCOTS Asset Management Project. Local Authorities are working to align costing arrangements using advice</p>	Summer 2014

across all roads authorities. SCOTS - Christine Francis	<p>currently being developed by the Performance sub-group.</p> <p>SCOTS, The Association of Public Service (APSE) and CSS Wales have been working together to align their respective Performance Indicators into a single suite. This has been achieved and the agreed suite of indicators has both eliminated the need for duplication of indicators and presented an opportunity for wider benchmarking. Further development is progressing through the use of “Family Group” workshops which give authorities of similar make up the opportunity to discuss and compare their results and identify possible efficiencies.</p> <p>The Performance Indicator Group have carried out a pilot scheme to compare costs against a number of ‘standard schemes’. The ‘standard schemes’ have been revised following the pilot and it is intended that they will be issued to all authorities. The results can then be used to compare unit costs for various treatment types. This will be done over the coming months.</p> <p>Lead: SCOTS Asset Management Working Group</p> <p><i>GREEN – On Programme</i></p>	
Strategic Framework: D4 – Appropriate monitoring to demonstrate transparency		
<p>D4.1 - Option 22 Develop and continue Road to Excellence to work towards providing a suite of international benchmarks.</p> <p>TS - Donald Morrison</p>	<p>Transport Scotland is continuing to work with the Swedish Roads Authority (SRA), who are leading this international project with assistance from the University of Helsinki, Finland.</p> <p>The project is focusing on the procurement process and will consider both local and trunk roads, as well as rail procurement.</p> <p>A formal project brief has been received from SRA which is being considered by TS prior to circulation.</p> <p>Lead: TS Head of Asset Management</p> <p><i>RED – At the present time this project is unlikely to proceed and should be removed from the NRMR programme.</i></p>	<p>End 2013</p> <p>NEW STATUS - Withdrawn</p>
Strategic Framework: D5 – Appropriate incentivisation to encourage behavioural change and innovation		
<p>D5.1 - Option 6 Review current traffic management standards at road works to provide more customisable approach.</p> <p>SRRB – Martin McLaughlin</p>	<p>A research project has commenced under the direction of the Scottish Road Research Board and will report later in 2012.</p> <p>Research study is currently underway by TRL and plans to use the TS Traffic Management Forum with additional SCOTS nominations as an “expert” panel sounding board.</p> <p>TRL work continuing and aiming to present outcome to the next TM forum in July.</p> <p>Lead: Scottish Road Research Board</p> <p><i>AMBER – behind programme.</i></p>	<p>Autumn 2012</p>
<p>D5.2 - Option 11 Develop an effective overarching communication strategy that raises</p>	<p>An overarching communication strategy for the Review is now being developed by SCOTS and Transport Scotland and will incorporate this work.</p>	<p>Strategy to be rolled-out in Autumn 2012</p>

<p>awareness on the critical value of road maintenance.</p> <p>SCOTS – Ewan Wallace TS – Steven Feeney</p>	<p>Communications Group being established between Transport Scotland Comms, SCOTS and SOLACE.</p> <p>Lead: TS/SCOTS/SOLACE Communications Group</p> <p><i>AMBER –underway but behind programme</i></p>	<p>NEW DATE - Autumn 2013</p>
<p>D5.3 - Option 14</p> <p>Develop a mechanism to review and authorise Scottish amendments from UK standards e.g. use of reflective materials in lieu of lighting standards.</p> <p>TS - Andrew Davidson</p>	<p>A forum will be created during 2012 to coordinate the review, agreement and publication of amendments to Standards.</p> <p>Lead: TS Standards Branch</p> <p><i>RED – Not progressed – needs actioned</i></p>	<p>Spring 2013 NEW DATE - 2014</p>
<p>Strategic Framework: D6 – SMART Targets</p>		
<p>D6.1 - Option 23</p> <p>Introduce a lean culture across the road maintenance sector.</p> <p>TS - Martin McLaughlin SSSCIB – Colin Mair SCOTS – to be determined</p>	<p>A 30 month pilot study will be launched with volunteers from SCOTS and Transport Scotland with initial training in business improvement techniques to commence in 2012.</p> <p>Three volunteer organisations – Aberdeenshire, Dumfries & Galloway and Transport Scotland. Need to agree funding and programme. Tayside interested in providing some input from their experience. Offer of support from Scottish Enterprise but not sure if it suits plans – to be considered further.</p> <p>This has not progressed since last meeting. Start-up meeting to be arranged. Possible support from Scottish Enterprise has been identified.</p> <p>Colin Mair to approach to approach Scottish Government LEAN Improvement Programme to explore potential for future support.</p> <p>Lead: TS Asset Management</p> <p><i>AMBER – needs to be progressed</i></p>	<p>Autumn 2012. ?</p>
<p>Strategic Framework: D7 – Ability to generate additional continuous improvement to ensure innovation and collaboration are the norm</p>		
<p>D7.1 - Option 5</p> <p>Deliver and adopt SCOTS recommended minimum levels of service for road maintenance for local authorities. Implement Transport Scotland review of maintenance thresholds and condition parameters for identification of maintenance schemes.</p> <p>SCOTS - Christine Francis TS – Angela Owen</p>	<p>SCOTS will progress this work once the Asset Management Project is re-activated (D1.2).</p> <p>Lead: SCOTS Asset Management Working Group</p> <p>TS have reviewed maintenance thresholds as part of development of the new Integrated Road Information System. This work was to be implemented within the 4G contract in April 2013. To ensure consistency on a national basis, timescale for implementation is now post 4G Trunk Road Operating Company Contract awards in the North East and South East of Scotland in April 2014.</p> <p>Lead: TS Asset Management</p> <p><i>GREEN – in progress.</i></p>	<p>Summer 2013</p> <p>April 2013 NEW DATE - 2014</p>
<p>D7.2 - Option 10</p> <p>Initiate a SCOTS, Transport Scotland, Health & Safety</p>	<p>Forum to be established in 2012 involving Transport Scotland, SCOTS, Society of Local Authority Lawyers and Administrators in Scotland (SOLAR), Health and Safety</p>	<p>Autumn 2012 NEW DATE - 2013</p>

Executive, Law Society engagement group to ensure better understanding and appreciation between technical and legal parties involved in the road maintenance industry. SCOTS - Chair TS – Donald Morrison	Executive (HSE), Law Society of Scotland. Lead: TS Head of Asset Management <i>RED – Not progressed – needs actioned.</i>	
D7.3 - Option 12 Set up National Roads Research Working Group with a remit for all road maintenance research topics. This is to coordinate potential new products or techniques and share knowledge and experience.	A new Scottish Road Research Board (SRRB) was formed on the 22nd May 2012. It will set national objectives for research and aid better collaboration and dissemination of outcomes. The Board comprises representatives from SCOTS and Transport Scotland and will create formal links with academia and industry throughout 2012. Lead: TS Director TRBO / SCOTS Research and Staff Development Working Group <i>GREEN – COMPLETE</i>	Complete
D7.4 - Option 13 Further co-ordinate work on: joint repair techniques; pothole repairs; bridge repair techniques; and footway repairs. SRRB – Robert Young	A database has been created to act as a register of trials and research activities and has been circulated to roads authorities. The register will then be updated and promulgated by the newly formed SRRB (Option 12). Register has been reviewed to identify area of interest for the SRRB and will be circulated to all participating roads authorities and put on the TS/SRRB website – by September 2013. Lead: Scottish Road Research Board <i>GREEN – On Programme</i>	NEW DATE – Sept 2013
Strategic Framework: D7 – Ability to generate additional continuous improvement to ensure innovation and collaboration are the norm (continued)		
D7.5 - Option 17 Review Scottish technical standards against UK and international equivalents. This is to identify examples of over-specification, where relaxation or a risk based approach would deliver cost savings SRRB – Andrew Davidson/ Martin McLaughlin	A research project has commenced under the direction of the Scottish Road Research Board and will report later in 2012. A research project by TRL has produced a draft report. Draft reports has been circulated to the SRRB and wider roads community. Follow-up discussion meeting/workshop is being arranged – date to be advised. Lead: Scottish Road Research Board <i>GREEN – On Programme</i>	Autumn 2012
D7.6 - Option 18 Review the recommendations of the current winter maintenance service review to identify how they can be integrated into this Review.	Winter service reviews have focused on resilience as distinct from efficiency. There is however an overlap under the communication theme and this is already captured under Option 25. Although there is nothing specific to take forward under Option 18 it is concluded that the Review should maintain a watching brief on winter service developments to identify any areas of integration. <i>GREEN - COMPLETE.</i>	Complete

<p>D7.7 - Option 24 Review the conflict between road construction periods, working periods in different circumstances, budget cycles and road user demands.</p>	<p>A research project has commenced under the direction of the Scottish Road Research Board and will report later in 2012.</p> <p>A research project by TRL is underway sourcing data from trunk road operators initially to look at duration, traffic management arrangements and costs. Initial findings are awaited.</p> <p>Report presenting findings has been circulated to SRRB for comment & dissemination. The report concludes that the technique developed could be used as the basis for cost benefit analysis and areas for further exploration have been identified and presented to SRRB for the development of a scheme level toolkit to assist decision making.</p> <p>Lead: Scottish Road Research Board</p> <p>GREEN - COMPLETE</p>	<p>Complete</p>
<p>D7.8 - Option 25 Increase the scope of Traffic Scotland website to include local roads authorities to offer a single portal for all travel information.</p> <p>SCOTS – Ewan Wallace TS – Peter Cullen</p>	<p>A strategy to enhance the Traffic Scotland website is in place aimed at providing a single portal for all national, regional and local travel information. The website now links directly to all Regional Transport Partnerships and all hyperlinks have been refreshed.</p> <p>Direct links between the Traffic Scotland website and Scotland's major cities are already being established and will be strengthened, subject to funding. A number of successes already achieved including journey time collaboration with Edinburgh, Glasgow, Dundee and Aberdeen. Direct links are in place for all local load authorities and Regional Transport Partnerships. Possibility opportunity to develop further with RTPs following wider discussions between RTPs and Scottish Government.</p> <p>Lead: TS/SCOTS/SOLACE Communications Group</p> <p>GREEN – on programme</p>	<p>Short term objectives by Autumn 2012.</p> <p>Medium term actions by Spring 2013</p> <p>Long term actions by Autumn 2014.</p>
<p>D7.9 - Option 29 Investigate existing local authority surveys and the Scottish Household Survey (SHS) to capture public perceptions in a cost effective way. SCOTS – Philip McKay</p>	<p>SCOTS and Transport Scotland are exploring the use of a single common user survey. The National Highways and Transportation (NHT) Public Satisfaction Survey and the Scottish Household Survey are both being considered.</p> <p>7 Local Authorities have signed up with NHT to have a Public Satisfaction Survey carried out in their area in July/August 2013. In addition all 32 LA's have been asked to confirm their current approaches to capturing public perception and therefore a profile of the approaches taken should be possible by the end of 2013.</p> <p>Lead: SCOTS Liaison Cttee</p> <p>GREEN – on programme</p>	<p>Autumn 2012</p> <p>NEW DATE - Autumn 2013</p>
<p>Strategic Framework: En8 –Increased certainty of even short term finance</p>		

<p>E8.1 - Option 4 Review Scottish Road Works Commissioner Reports with regard to potential charges for overrunning.</p> <p>SRWC – Elspeth King</p>	<p>The Commissioner has submitted to the Scottish Government a wide ranging draft consultation document considering various issues related to the management and operation of works in roads and this includes the option to impose charges on utility companies when works overrun.</p> <p>Wider consultation will follow subject to Ministerial approval. Initial consultation on Code of Practice for co-ordination of road works complete in October 2012. Further consultation document has been drafted and is currently under review.</p> <p>Lead: Scottish Road Works Commissioner</p> <p><i>GREEN – on programme</i></p>	<p>Autumn 2012 ?</p>
<p>E8.2 - Option 16 Explore multi year budget allocation at central and local level.</p>	<p>This work has been undertaken. The 2012-13 financial settlement for Local Authorities was for a confirmed 3 year budget. The possibility remains for exploring repeated or longer multi-year settlements in the future. <i>GREEN – COMPLETE.</i></p>	<p>Complete</p>
<p>E8.3 - Option 20 Investigate means/ barriers/ benefits to allocating resources from asset sales to inject into roads improvement.</p>	<p>This work has been undertaken and the opportunity exists where road maintenance is seen as a local priority, as part of wider asset management and financial planning considerations. <i>GREEN – COMPLETE.</i></p>	<p>Complete</p>
<p>E8.4 - Option 27 Potential contributions from utility companies to the costs of making good long term damage to roads due to reinstatements.</p> <p>SRWC– Elspeth King + SRRB</p>	<p>The Commissioner has submitted to the Scottish Government a wide ranging draft consultation document considering various issues related to the management and operation of works in roads and this includes the option of introducing a scheme which would require utility companies to contribute towards the costs of long term damage to roads due to reinstatements. Wider consultation will follow subject to Ministerial approval.</p> <p>The Commissioner has commissioned 2 research projects, funded by Scottish Government, to further inform future decisions. The projects are to:</p> <ul style="list-style-type: none"> • assess the condition of utility reinstatements in Scotland and document the performance of utility reinstatements and long term damage. • collect information on the cause of potholes, particularly those that are formed in the vicinity of utility company tracks and provide an estimate of what proportion of potholes can be attributed to utility company works. <p>Lead: Scottish Road Works Commissioner with Scottish Road Research Board</p> <p><i>GREEN – on programme.</i></p>	<p>Autumn 2012</p> <p>To report in December 2012.</p> <p>To report in April 2013.</p>

Strategic Framework: En8 –Increased certainty of even short term finance (continued)

E9.4 - Option 15 Investigate local authority shared services across smaller consortia of councils (smaller regional groups/ clusters).	This option is being progressed under E9.1 (Option 30)	Refer to Option 30
Strategic Framework: En10 – Enhanced levels of scrutiny to ensure delivery of outcomes		
E10.1 No specific options have been identified under this Enhancement	Requests for additional (either public or private) funding might be accompanied by a requirement for different methods of scrutiny to those currently employed by roads authorities. Exploration of this remains open for further consideration. <i>GREEN – keep under review.</i>	Future work

Road Maintenance Strategic Action Group (SAG)

Date of 20th June
 2013

Agenda Item – 7

PRIORITIES AND NEXT STEPS

Purpose

This paper sets out the existing group priorities and suggested next steps for the Strategic Action Group.

Background

During the 1st SAG meeting in November 2012, it was agreed that the priorities for the group should be to:

- 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.

Progress on Priorities

Item 6 covered the progress regarding the implementation of the 30 initiatives flowing from the NRMR.

Item 5 formed the basis of an update regarding the funding of the Shared Capacity and Shared Services Improvement Board (SCSSIB)

On 18 June 2013 Transport Scotland hosted a workshop aimed at developing a consistent methodology to evaluate the initiatives flowing from the NRMR. This involved the Improvement Service; COSLA and SCOTS. The objective of the workshop was to identify the evaluation requirements; lead responsibility; and additional resources required to enable an appropriate level of evaluation for each of the 30 initiative. The workshop also sought to determine the volume of work required to evaluate each initiative.

An outline plan has been produced and will be discussed in more detail at the Road Maintenance Stakeholder Group scheduled for 21 June 2013. It will then be refined and finalised at the Stakeholder Group meeting scheduled September 2013. It is the intention of officials to use this evaluation as the basis for producing and publishing a report which sets out the benefits delivered as a result of these initiatives. To enable further implementation and evaluation of initiatives, any report will likely be prepared following the conclusion of financial year 2013/14.

Key Issue(s)

In light of the points above, the group may wish to consider **retaining the previously stated priorities through to summer 2014**. This will ensure a continued focus on initiative implementation and evaluation, together with the promotion of shared services between road authorities. If agreed, the suggested **next steps** would be to

determine the extent the 30 initiatives have been implemented across road authorities, **measure the benefits being realised** while at the same time continuing to **promote the use of shared capacity/services**

Recommendation

The group are invited to:

- Note the outcomes flowing from the evaluation workshop held on 18 June 2013;
- Agree that the existing SAG priorities are retained until summer 2014 and reviewed thereafter.