APSE National Roads, Street Lighting and Winter Maintenance 2016

A View From The Centre – Transport Scotland

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Transport Scotland

Overview

- Transport Scotland and our assets
- Future funding
  - developing a long-term vision
- An asset led approach
  - Transport Scotland Road Asset Management Plan
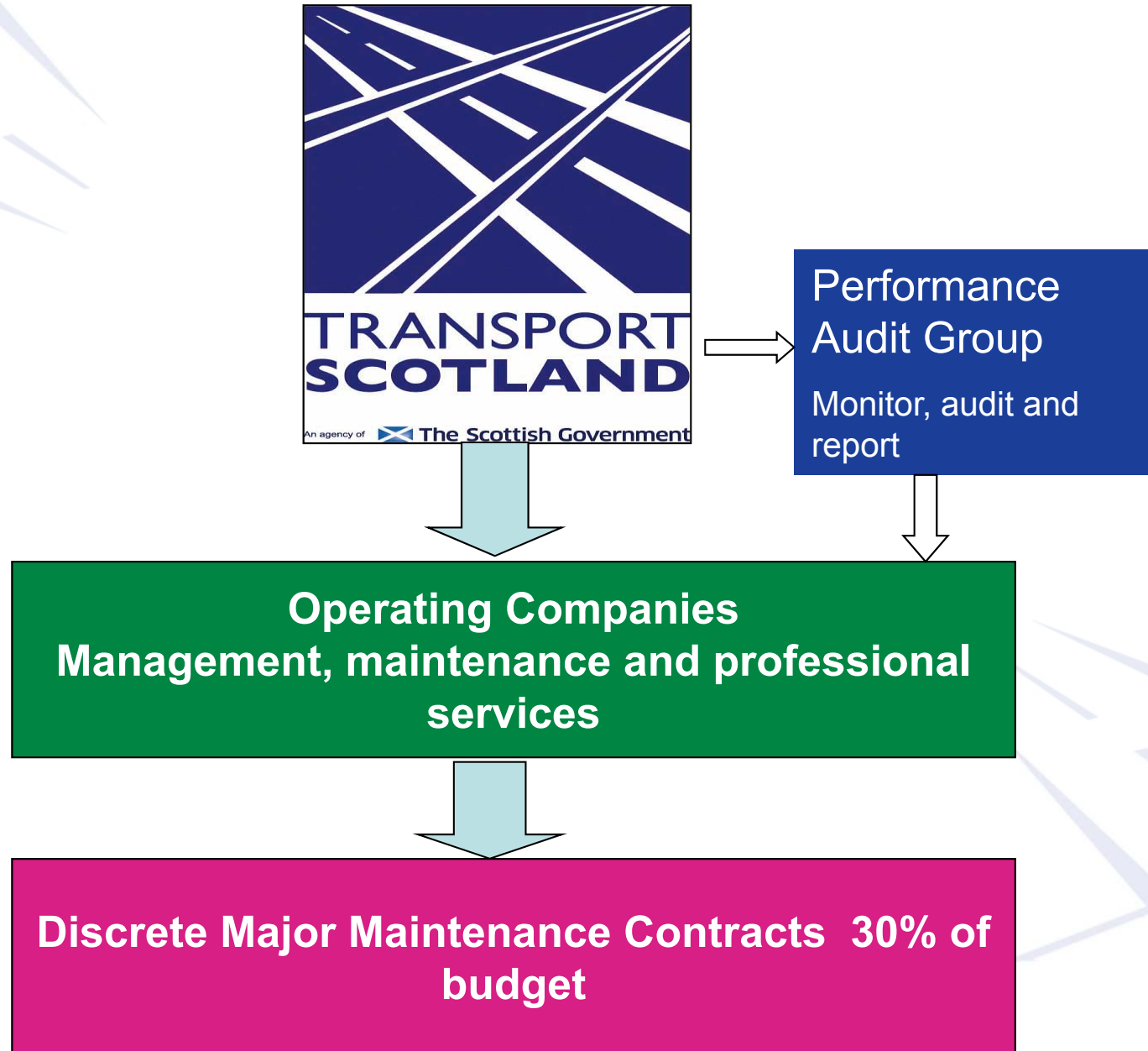- Collaboration

Who are we?

- **National Transport Agency for Scotland**
- Responsible for:
  - Over £2 bn Annual spend
  - Delivery of Scottish Government's capital road and rail investment programme
  - Manage, Operate and Maintain the Trunk Road Network
  - Funding and managing Scottish rail services
  - Operating national concessionary travel and integrated ticketing schemes
  - Lifeline air and ferry services
  - Ports, Canals, Aviation and Ferries Policy and Sponsorship

Scottish Trunk Road Network

- Trunk Road ~3,500 km
- 6% of total Scottish road network
- 37.5% of all traffic
- 63% of all HGV traffic
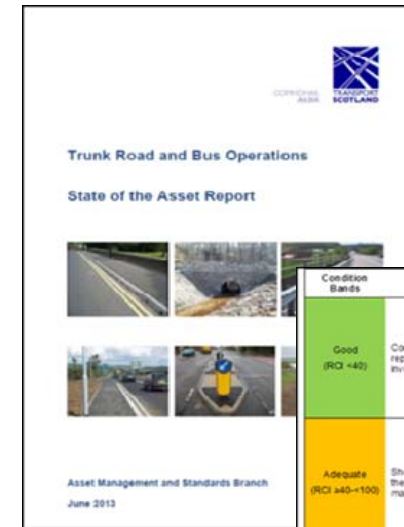- Valued approx. £20 bn net value

Scottish Contract Model - Trunk Road Operation and Maintenance

TRANSPORT SCOTLAND

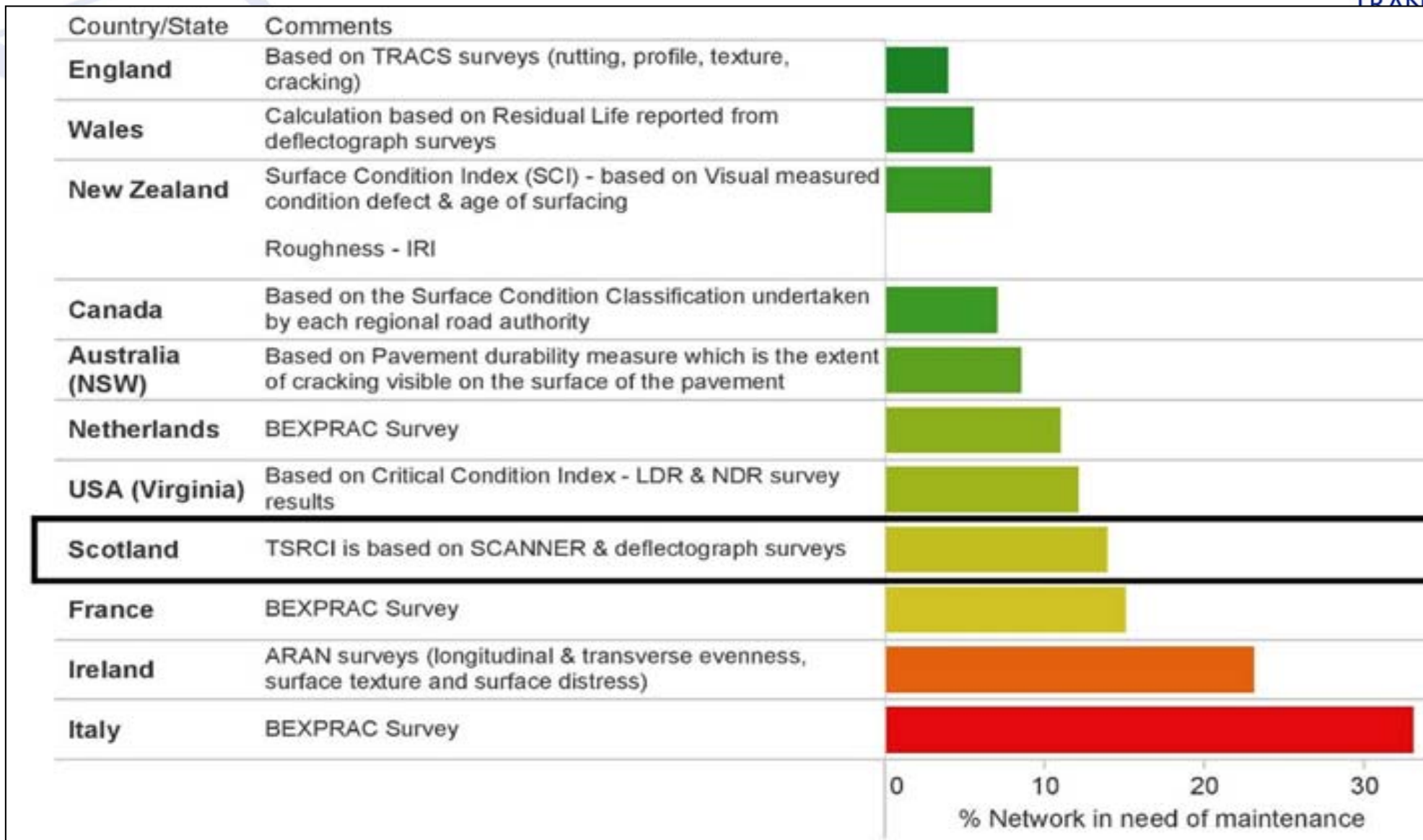**Performance Audit Group**

Monitor, audit and report

Operating Companies
Management, maintenance and professional services

Discrete Major Maintenance Contracts 30% of budget

Future Funding

Long term vision

Developing a Long Term Vision

- **State of trunk road assets**
  - What assets do we maintain?
  - What is their current condition?
  - Budget required to maintain condition?

- **Long term capital investment strategy**
  - Budget required to improve condition?

- **Maintenance strategy based on national/international benchmarks and vfm**

International Benchmarking

Country/State	Comments	% Network in need of maintenance
England	Based on TRACS surveys (rutting, profile, texture, cracking)	
Wales	Calculation based on Residual Life reported from deflectograph surveys	
New Zealand	Surface Condition Index (SCI) - based on Visual measured condition defect & age of surfacing / Roughness - IRI	
Canada	Based on the Surface Condition Classification undertaken by each regional road authority	
Australia (NSW)	Based on Pavement durability measure which is the extent of cracking visible on the surface of the pavement	
Netherlands	BEXPRAC Survey	
USA (Virginia)	Based on Critical Condition Index - LDR & NDR survey results	
Scotland	TSRCI is based on SCANNER & deflectograph surveys	
France	BEXPRAC Survey	
Ireland	ARAN surveys (longitudinal & transverse evenness, surface texture and surface distress)	
Italy	BEXPRAC Survey	

% Network in need of maintenance (x-axis: 0, 10, 20, 30)

Recommended Strategy

20 Year Financial Plan for all Trunk Road Assets

- **Future road condition comparable to similar countries**
- **£4.3bn required over next 20 years**
  - £1.6bn carriageways, £1.2bn structures, £1.5bn ancillary assets
  - Average maintenance budget of £215m per year
  - 7.5% of the trunk road network reconstructed, strengthened or resurfaced each year
- **Output from SR fed into managing and maintaining network as set out in RAMP**

Trunk Road Asset Management Policy

- ## The Policy is:
  - Aligned to corporate aims and objectives
  - A statement of intent and commitment for effective asset management of the trunk road network
  - Endorsed by the Transport Scotland Board
- ## The Policy is being:
  - Disseminated to internal and external staff
  - Displayed prominently in offices
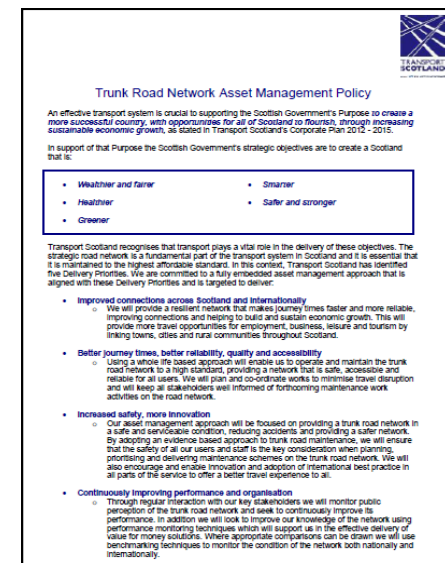
Asset Led Approach

Road Asset Management Plan

- Purpose - how we aim to deliver the best possible service for road users with available resources.

- Revised RAMP published January 2016
  - Focused and represents a considerable change in style
  - Aligns with national and international guidance (UK Infrastructure AM Guidance, ISO 55000)
 - Fully meets requirements set out by Audit Scotland

  http://www.transport.gov.scot/road/maintenance/road-asset-management-plan

RAMP Content

- ## RAMP presents:

  – Type/ number of trunk road assets

  – Current condition and activities used to maintain assets throughout their life (lifecycle plans)

  – Finance required to deliver lifecycle activities

  – Engagement with road users and measuring performance

  – Techniques to prioritise maintenance and manage risk

  – Strategy for managing the network with reducing budgets

  – Network resilience

  – Approach to driving continuous improvement

Understanding our Asset

- Data and information at heart of TS asset management decisions

- Making considerable advances to improve asset knowledge

  - Inventory, defect inspection, condition assessments, recording of incident data

- Improved systems and modelling capabilities
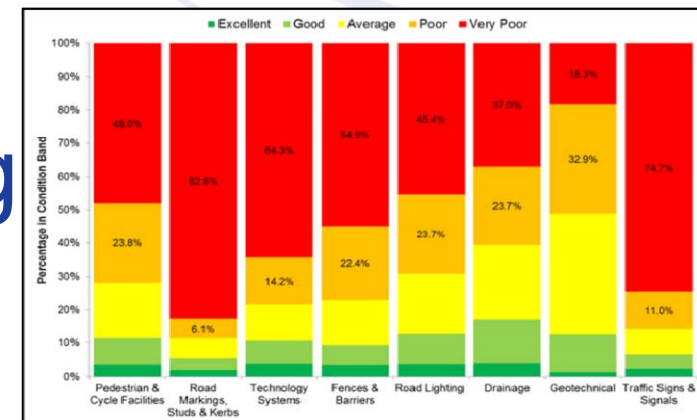
Prioritising Maintenance

- Value for Money Process
- Whole Life costing
- Best affordable value
- Maintenance strategies
- Technical scrutiny
- Collaboration with supply chain
- Programme Value Management

Performance Management Framework

- Process for recording, monitoring, & reporting performance

- Links strategic & operational criteria

- Brings together range of existing measures

- Measures will be rated on excellent, good, fair, poor scale and forward targets set

- Continuous improvement – regular gap analysis and Asset Management Improvement Programme

Audit Scotland

- AM Plans and Improvement Programmes
- Road condition – now and in the future
- Financial planning
- Performance monitoring and benchmarking
- Efficiency savings
- Collaboration

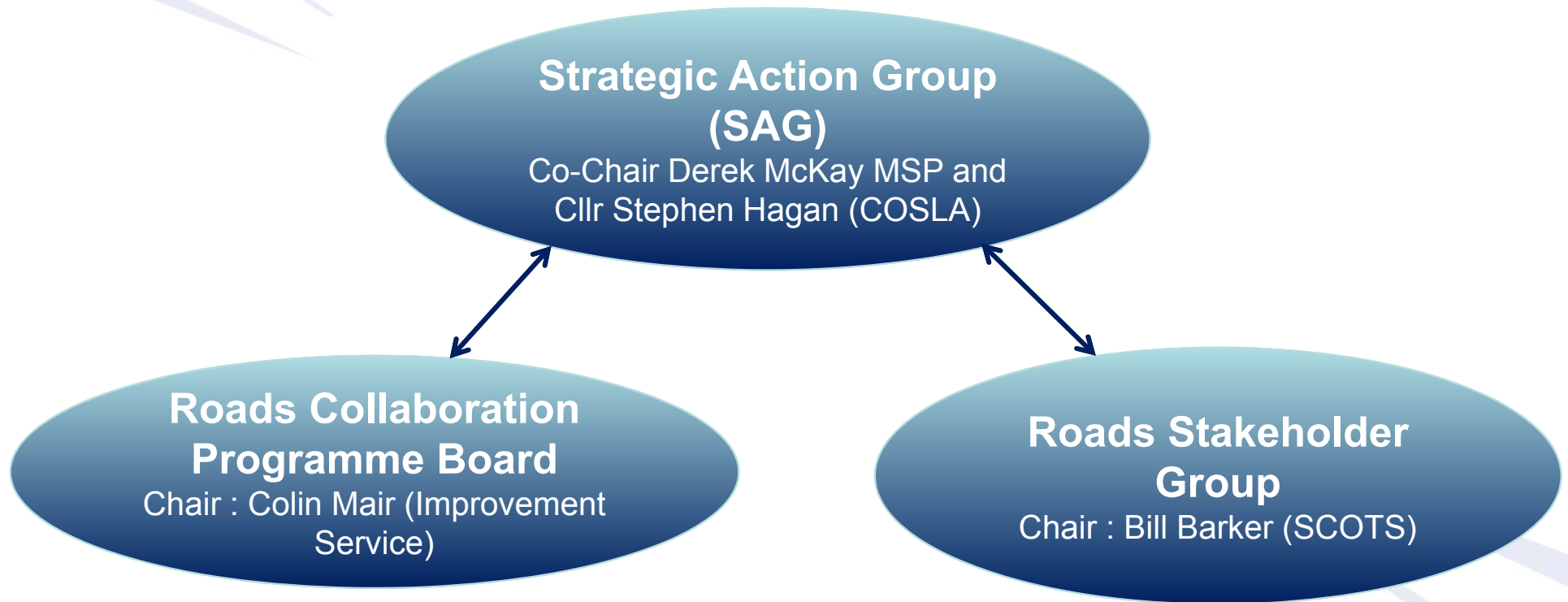# Road Collaboration Programme

RCP Background - National Road Maintenance Review

- identified a strategic framework for change which will embed best practice, ensure value for money and assist road authorities optimise the delivery of road maintenance services

- established 30 evidence based initiatives which are estimated to deliver up to 10% efficiency savings

- recommended that a central resource is established to encourage councils to design and deliver a package of shared service initiatives.

"These initiatives will promote innovation, collaborative working and the sharing of services between roads authorities"

NRMR Delivery - Governance

Strategic Action Group (SAG)
Co-Chair Derek McKay MSP and Cllr Stephen Hagan (COSLA)

Roads Collaboration Programme Board
Chair : Colin Mair (Improvement Service)

Roads Stakeholder Group
Chair : Bill Barker (SCOTS)

RCP Strategy

- NRMR Final Report & Option 30 Report, published July 2012, approved by COSLA

- Agreement to explore collaboration – led locally - to make best use of resources to provide a resilient road network for our communities

- Roads Collaboration Board formed as national resource to support development…. but **assumes** local commitment and leadership

Programme Board approach:

1. Strategic	• Create governance framework to facilitate sharing services & capacity (Governance First Project)
2. Demonstrating Collaboration	• Small projects portfolio to maintain momentum & demonstrate record of delivery at local level
3. Year 2 Projects	• Ambitious portfolio of collaborative projects delivered by Transport Scotland & SCOTS

Delivering in a Challenging Environment

The NRMR & Option 30
- Further scrutiny from Audit Scotland
- Monitoring role on conditions, RAMPS and implementation of Option 30 in 2015/16.

Economic Climate – Next 5 Years
- Dominated by austerity and debt reduction
- 6-8 % reduction in budgets overall
- Circa £1.5billion 2015/16 – 2017/18

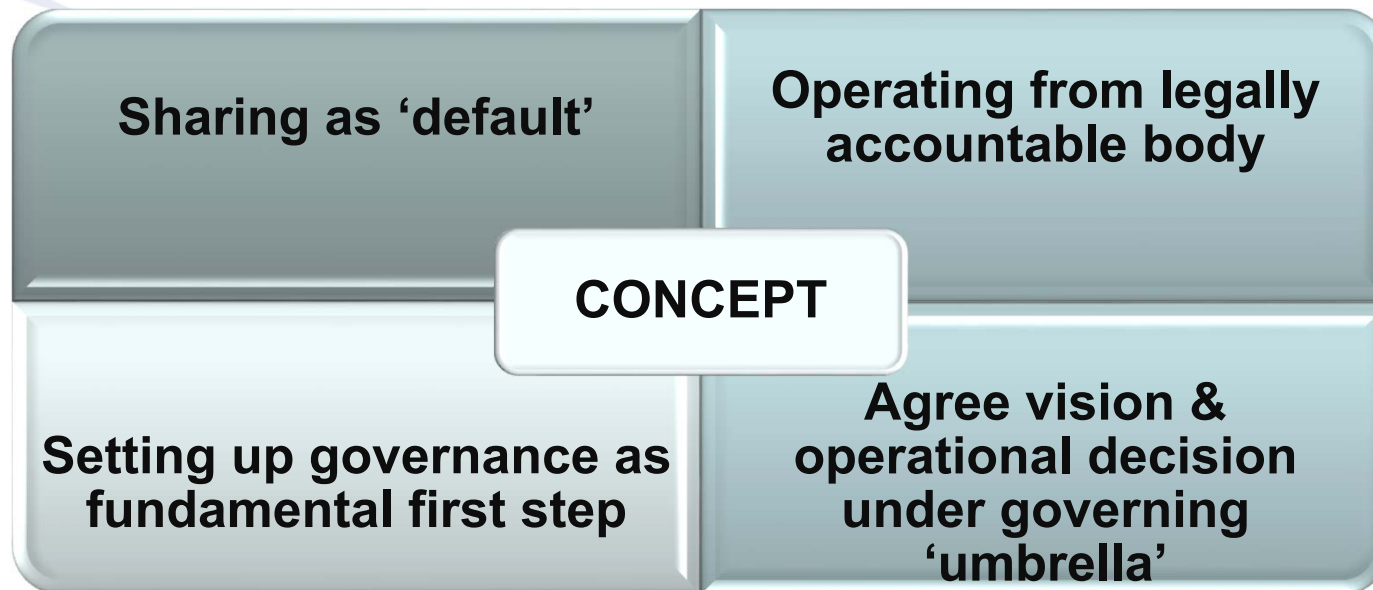## Capacity and Resilience Issue
- Erosion of workforce
- Reduction in specialist staff
- Single point of failure

Demographic Issue
- Aging workforce
- Difficulty attracting new staff
- No clear career path

The Governance First Project

Strategic Aim: To encourage & support neighbouring local authorities to collaborate in a formal governance arrangement.

Sharing as 'default'

Operating from legally accountable body

CONCEPT

Setting up governance as fundamental first step

Agree vision & operational decision under governing 'umbrella'

- Not assumed to be 'Big Bang' all out shared service from day one
- Can be Incremental approach to change
- Building momentum over time, demonstrating benefits of sharing

Governance First Year Two

- Continue to develop officer-level partnerships and support to clusters

- Align GF work with workforce planning, funding and 'Roads Voice' work

- Identifying and implementing opportunities with Transport Scotland

- Legal support to draw up legal framework agreements

- Identifying City Deal opportunities

- Identifying wider service opportunities

Collaborative Initiatives

Typical areas identified for collaboration include :

- Professional services
- Specialist skills & equipment
- Asset Management - co-location of depots
- Training and graduate/apprenticeship schemes
- Joint Procurement
- Integration of Flood Risk Management
- Weather Forecasting/winter call-out
- Traffic signal design/maintenance
- Road Safety
- Road gully maintenance
- Street lighting
- Road design and structures
- Development Control
- Quality systems and IT systems
- Parking
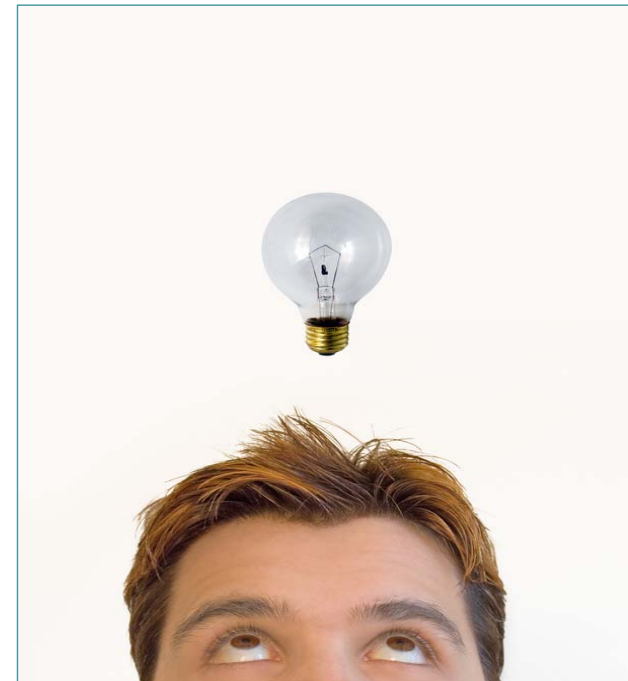
Year 2 : Strategic Priorities

Addressing Future Investment Requirements
- Developing & implementation of RAMPs
- Longer term funding
- Improving understanding of RAMPS

Workforce Planning & Sharing Capacity
- Workforce data gathering and analysis
- Identifying future requirements for sustainable /resilient workforce and training needs

Future Collaborative Network Management
- Developing opportunities to collaborate across trunk/local road boundaries
- Informing future decisions on strategic road maintenance

Building a National Picture of Roads Services in Scotland
- Visioning for the future of roads
- Linking roads services to wider economic development and national outcomes, to create improved 'Roads Voice'

Thank you

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