



# **Presentation to APSE 20<sup>th</sup> March 2025**

**Infrastructure delivery across  
Angus, Dundee and Perth & Kinross  
Councils**

**Dougie McKay – Head of Operations  
Tayside Contracts**



# Areas to Cover

Introduction

Governance - Joint Committee Overview

Tayside Contracts - Who We Are and What We Do

Service Delivery across the three council areas Perth, Dundee & Angus

- **Managing expectations with multiple stakeholders**

Construction Division

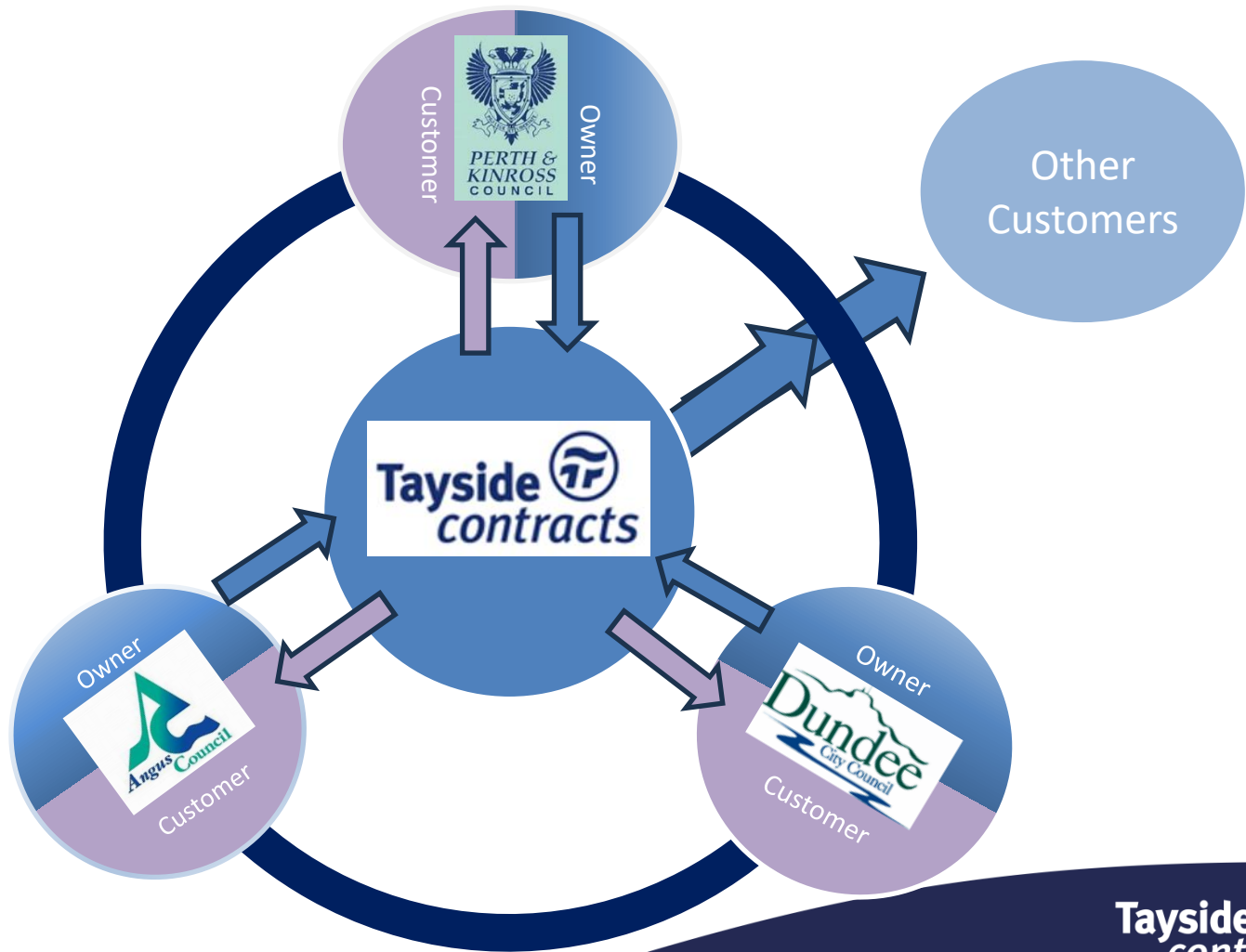
- **Benefits of scale and efficiency**
- **Partnership approach**

Questions

# Tayside Contracts Governance Joint Committee

# Tayside Contracts is a unique organisation.....

- 100% owned by the three Councils
- 94% of income from the three Councils
- Reduced costs can result in reduced charges to customers, or increased surplus to the owners



# Administration of the functions of the Constituent Councils delegated to the Joint Committee



**Tayside**   
*contracts*

**Tayside**   
*contracts*

# Tayside Contracts

## Who We Are and What We Do?



# Who We Are

Largest and longest serving local authority shared service in Scotland

Turnover - £89 million

3,300 posts, 2,559 employees

100% owned by the three Councils. All surplus (profit) is returned to the Councils



Over £33m returned to the Councils as surplus, to reinvest in public services



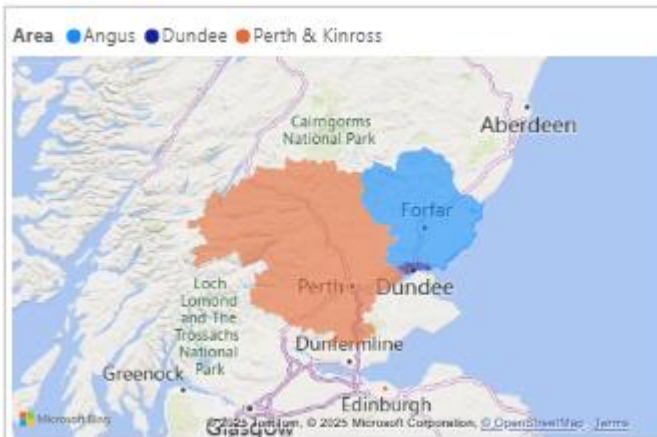




*Delivering Excellence at the Heart of our Communities*

- **Our Vision:**  
*“(what we want to be) – A high performing and expanding shared service: proud of what we do and chosen for how we do it.”*

- **Our Mission**  
*“(what we do to exist) – Supporting our communities through excellent services”*





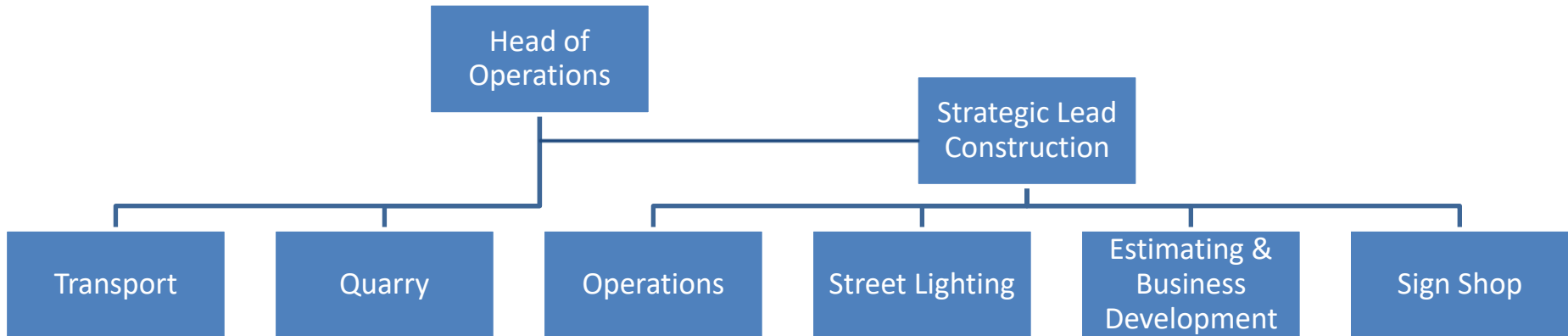
# Service Delivery Across Perth, Dundee & Angus

## Tayside Contracts Construction Division



***One Construction***

# Tayside Contracts Construction Division



*Enhancing our communities through excellent services*

400 staff

7 Main  
Operating  
Centres

Circa £45million  
annual turnover

# Construction Division Services

- Civil & Road Maintenance
- Surface Dressing – Design & Installation
- Sign Manufacture & Installation
- Street Lighting – Design & Installation
- Winter Maintenance
- Out of Hours - Emergency
- Quarry Services
- Transport Services

# Challenges & Opportunities

- Coastal to Highland topography
- Urban and Rural Mix
- Policy and Service Standards
  - Winter, Inspection & Defect Categorisation
- Differing society needs
- Political influences
- Services Delivery - Input vs Output approach

# Policy & Guidance

SCOTS Rationale for Guidance  
on a Risk Based Approach to  
Asset Management



TRI-COUNCIL ROAD MAINTENANCE STRATEGY GROUP

WINTER POLICY REVIEW

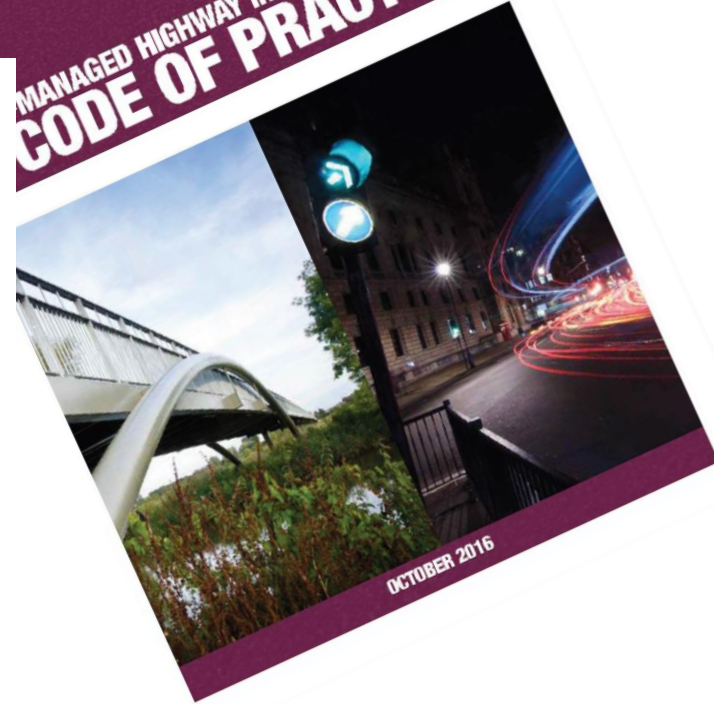
INITIAL SCOPING REPORT



Version: 1.0  
Date: Sept. 2018

UK ROADS LIAISON GROUP

MANAGED HIGHWAY INFRASTRUCTURE:  
CODE OF PRACTICE



OCTOBER 2016

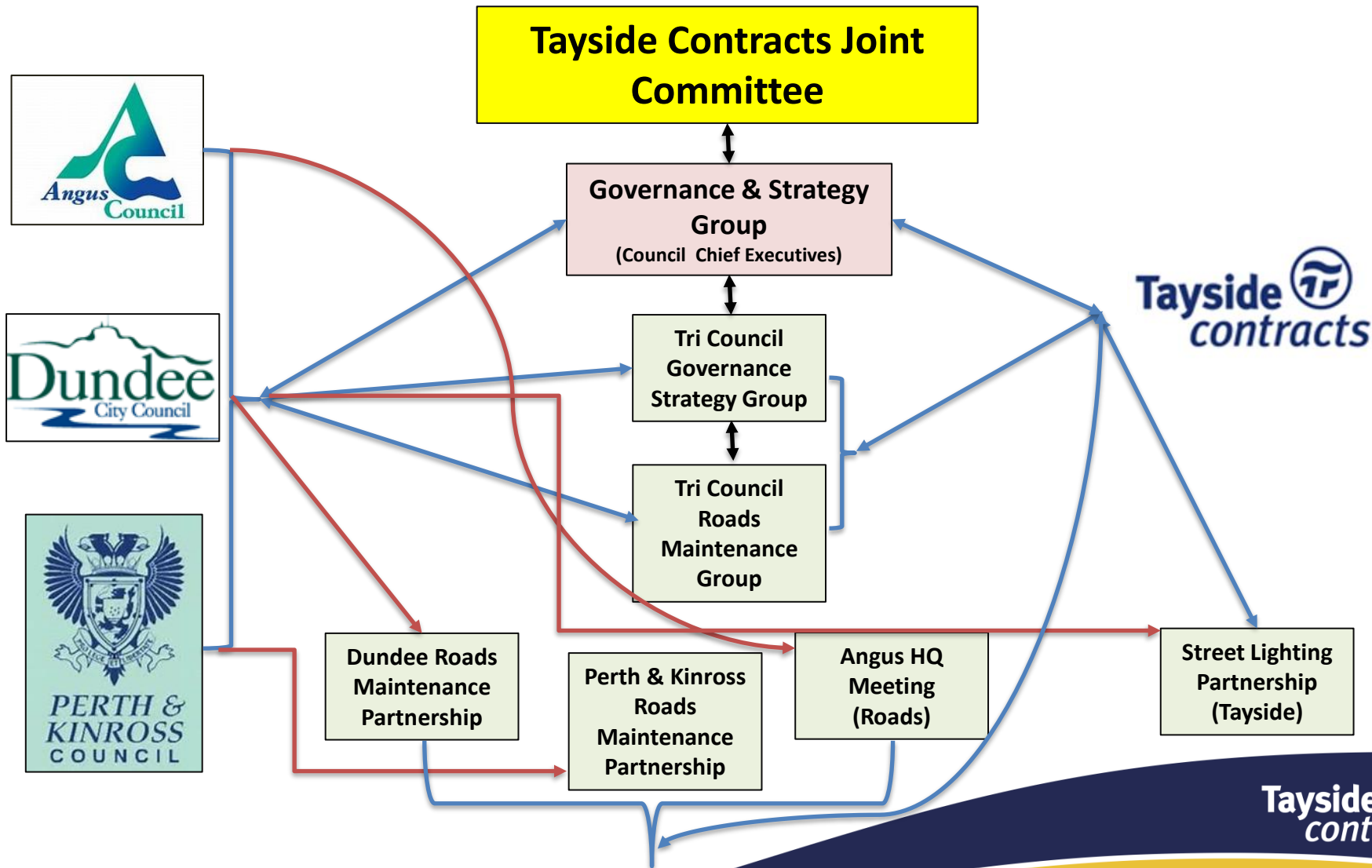
Author	Ewan Macnaughton	On behalf of Dundee City Council
Approved by	Douglas Hill Suart D'All	On behalf of Angus Council On behalf of Perth & Kinross Council
Date	30 March 2018	

Tayside   
contracts

# Operations Unit

- **Perth Road Maintenance Partnership**
- **Dundee Road Maintenance Partnership**
- **Angus Operations**
- **Tri Council Street Lighting Partnership**

# Tayside Contracts and Constituent Councils Stakeholder Engagement





# Service Provided

- Routine/Reactive
- Planned/Preventative
- Out of Hours

[Construction Services by Tayside Contracts \(tayside-contracts.co.uk\)](http://tayside-contracts.co.uk)

# Routine/Reactive

- Carriageway and Footway repairs
- Gully Cleaning
- Sign Maintenance
- Pothole Repairs
- Road marking
- Lighting repairs
- Debris removal



# Panned/Preventative

- Road and Footway resurfacing
- Patching works
- Surface dressing
- Improvements/repairs – e.g. landslip repairs
- Street Lighting column and lantern replacement (LED)



# Out of Hours

- 365 days, 24 hours a day coverage
- Winter
- Emergency Calls
  - Roads & Lighting
- Sever Weather Events
  - Flood Response



# Partnership Approach

## *What is this approach?*

### Who

Street Lighting Partnership

Dundee Roads Maintenance Partnership.

Perth & Kinross – Road Maintenance Partnership

### Why

To improve delivery of the road maintenance service by combining specialist expertise.

To make efficiency savings in work and staff where feasible.

To avoid unnecessary duplications and create a larger staff pool.

### How

By working as a single team to deliver all aspects of the service with greater flexibility.

By being more flexible and innovative (prescriptive contracts do not allow innovation).

By combining input into advancement of programmes and expenditure profiles.

### When

First partnership commenced in June 2003

Others followed in the years after this.

Currently working through the options with Angus Council

# Benefits/Scale/Efficiency

- ✓ Single management structure covering three Councils areas
- ✓ Flexible to respond to differing needs of our three constituent Councils
- ✓ Economies of scale
- ✓ Market regulation
- ✓ Ability to go after large public contracts
- ✓ Ability to deal with budgetary difficulties which a Council may have
- ✓ Resilience to cover services across three Councils areas
- ✓ Ability to self deliver - support staff, quarry, transport service
- ✓ Operate beyond core Councils areas - other Councils, public bodies and private sector

# Circular Economy

- ✓ The majority of our materials are purchased from Tayside companies
- ✓ All, except specialist sub contractors are Tayside based
- ✓ Our employees live local to their work locations
  - ***£48 million employee costs, supporting the Tayside economy***
- ✓ Surpluses we generate are returned to the Councils to reinvest in local services
- ✓ We are committed to protecting the local environment
- ✓ We offer competitive high quality services
- ✓ We are committed to working in partnership with local businesses



# Collaborative Working & Innovation

- ✓ Working together to solve/address collective problems
  - ✓ Material rationalisation
  - ✓ Winter Route optimisation
- ✓ Sustainability - Climate/Environmental/Waste Reduction
  - ✓ Waste & Recycling
  - ✓ Salt storage
  - ✓ Reed bed treatment of gully waste
- ✓ Innovation
  - ✓ Development of thin surface materials
  - ✓ Warm mix material
  - ✓ Cold mix paving system utilising recycling materials
- ✓ Lean construction (business improvement techniques)
- ✓ Aligning standards and specifications

# Summary

**Tayside Contracts' experience since 1996 shows that:-**

*Working with our partners;*

*We are extremely good at what we do i.e. focusing on the delivery of cost effective front line services because it is the key reason why we are in existence.*

# Contacts

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# Questions