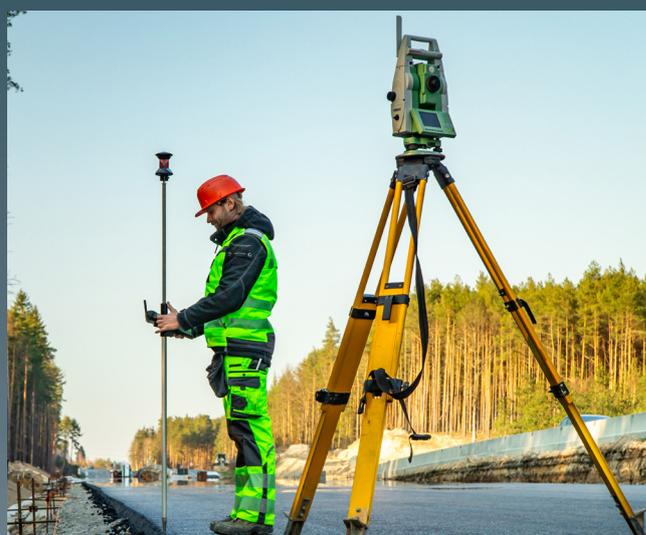
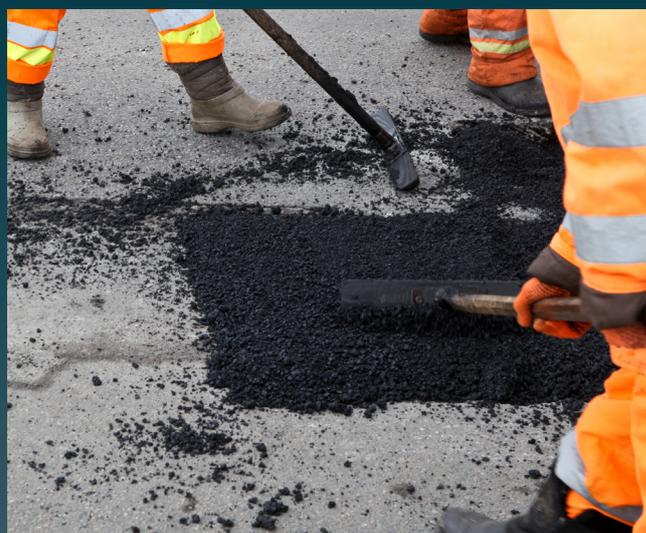


# Roads and Infrastructure Service

## BUSINESS PLAN 2019-2023



## 2021-2022 Refresh

## **Contents**

### **1. Service Summary**

- 1.1 Brief Overview of the Roads and Infrastructure Service
- 1.2 Roads and Infrastructure Service's Aim, Values and Behaviours
- 1.3 Roads and Infrastructure Service's Key Objectives
- 1.4 Roads and Infrastructure Service's Strategies and Plans
- 1.5 Reflection on our COVID Experience

### **2. Key Successes 2020/21**

- 2.1 Main Achievements of 2020/21
- 2.2 Collaborative Working with Stakeholders
- 2.3 Areas of Work That have Been Accelerated.

### **3.Challenges and Opportunities**

- 3.1 Challenges
- 3.2 Opportunities

### **4.Key areas of focus for the years ahead**

- 4.1 Council Plan Contributions
- 4.2 Transformation Programme Contributions
- 4.3 Renewal and Recovery Contributions and Activity
- 4.4 Key Deliverables That Will Be Progressed During 2021/22
- 4.5 Key Issues Beyond 2021/22
- 4.6 Risks

### **Appendix 1 - Performance Information**

### **Appendix 2 - Workforce Information**

### **Appendix 3 - Financial Budgets**

## **1. SERVICE SUMMARY**

### **1.1 Brief Overview of the Roads and Infrastructure Service**

The Roads and Infrastructure Service, created in July 2020, delivers a range of functions aimed at supporting and driving the development of our local economy and providing crucial frontline services to households, businesses, and communities across the region. The Roads and Infrastructure Service includes:

- Engineering Design
- Roads
- Community Assets
- Waste
- Flood Risk Management
- Harbours

We have 523 staff with the breakdown detailed in our workforce information at Annex 2. Our annual Revenue Budget is £27M, as detailed at Annex 3, and our Capital Budget is £10M. The Service also manages additional capital funding for Council Priority Projects and external funding through bids to national funds.

The Service's strategic assets include:

- 4,167kms of roads
- 1,507 bridges
- 5 harbours
- 2 marinas
- 7 major operations depots
- 1 (plus 1 in development) zero waste parks
- 1 waste treatment facility (Ecodeco)
- 12 household waste recycling centres
- 215 cemeteries
- 261 parks/play areas

### **1.2 Roads and Infrastructure Service's Aim, Values and Behaviours**

We share the Communities Directorate, Aim, Values, Behaviours and Objectives and support the Communities Model.

#### **Communities Directorate Aim**

Working in partnership to promote clean, safe, and resilient communities; support people to have good health and wellbeing; and help communities to achieve their great ideas.

#### **Communities Directorate Shared Values**

Respect  
Integrity  
Fairness  
Equality

Inclusiveness  
Openness  
Partnership

#### Communities Directorate Shared Behaviours

We will do it once and do it well.

We will enable and empower our staff and our communities.

We will be proactive and innovative.

We will tackle issues when they first emerge.

We will promote our cultural heritage, identity, and natural environment.

We will seek efficiencies and Best Value.

We will evidence good management and continuous improvement.

We will have a collaborative approach to management of resources and programmes.

**Table 1 – Aim, Values and Behaviours**

<b>Communities Model</b>
<b>Empowering communities and individuals</b>
<ul style="list-style-type: none"> <li>• By involving them in decision making and delivery</li> <li>• By asking citizens what they think and acting on their responses</li> <li>• By increasing volunteering opportunities and building skills</li> </ul>
<b>Focusing on local</b>
<ul style="list-style-type: none"> <li>• By using our 12 Wards as the basis of local planning and communication</li> <li>• By building civic pride and the resilience of our places and people</li> </ul>
<b>Addressing inequalities</b>
<ul style="list-style-type: none"> <li>• By providing the right level of support for communities</li> <li>• By targeting our resources on our most vulnerable people</li> <li>• By listening to our customers and staff and embracing their ideas for improvement</li> <li>• By integrated working and sharing with our partners</li> <li>• By caring for our environment</li> </ul>
<b>Maintaining high standards</b>
<ul style="list-style-type: none"> <li>• Improving governance and transparency</li> <li>• Treating each other with kindness and respect</li> </ul>

**Table 2 – Communities Model**

### 1.3 Roads and Infrastructure Service's Key Objectives

The overall vision of the Council as set out in the Council Plan is .... **“Dedicated to creating opportunity for all. We’ll support ambition, promote and establish Dumfries and Galloway as the best place to live, work and learn.”**

Our core purpose within the Service is to support the delivery of the Council’s vision and the Council’s Priorities and Commitments by realising the Roads and Infrastructure Service’s vision **“to provide, maintain and develop public realm, roads, harbours, flood and waste infrastructure to progress the Council’s economic development, sustainable development and climate change strategies, ensuring the safety and wellbeing of communities.”**

The Roads and Infrastructure Service’s objectives for the coming years have been shaped and influenced by our key responsibilities.

## Roads and Infrastructure Objectives

We will progress the Council's economic development and sustainable development strategies through the provision and development of public realm, roads, harbours, flood, and waste infrastructure.

We will reduce the environmental impacts of materials entering the waste stream through the promotion of the 'Reduce, Reuse and Recycle' approach.

We will promote, protect, sustain, and enhance our region's towns, villages, and countryside.

We will protect and enhance the health, safety, wellbeing and resilience of our communities.

We will facilitate travel through the provisions of a sustainable road network which is safe, accessible, and well maintained for everyone.

We will contribute to the attractiveness of our region.

We will empower local communities to maintain their local surroundings in a sustainable way.

**Table 3 – Roads and Infrastructure Objectives**

### 1.4 Roads and Infrastructure Service's Strategies and Plans

The Roads and Infrastructure Service is responsible for Strategies and Plans that have been approved by Committee, these are:

- Clean DG
- Community Food Growing Strategy
- Waste Prevention Strategy
- Waste Resource Management Strategy
- Solway Local Flood Risk Management Plan
- Solway Local Plan District Flood Risk Management Strategy
- Roads Service Improvement Plan

### 1.5 Reflection on Our COVID Experience

During the last year, the Council's response to the Covid-19 pandemic has been a priority for services across the Council and has impacted on planned activity and business as usual service delivery, with a significant number of resources re-directed to support essential front-line services. During the pandemic period the Service worked flexibly under extreme conditions and following the first lockdown moved quickly to continuing to provide almost all services within our remit. We were able to do this with the support of staff from other Services, e.g., Leisure and Sport staff working alongside our Waste Collection and Recycling staff. Highlights in our performance in this period include a significant increase

in collaborative working between the Roads, Waste and Community Assets staff and the roll out of the new Waste Collection Service through a period of lockdown restrictions.

There was a swift and appropriate response, particularly:

- The introduction of a booking system for the Household Waste Recycling Centres (HWRC).
- The safety of our workforce through a number of safe working guidelines including restricted travel arrangements and work bubbles.
- Improved technology made available to the workforce including work iPads and virtual meetings.
- The use of multi-disciplinary teams drawn from the workforce across the Roads and Infrastructure Service.

The critical learning for the Service from the COVID Pandemic includes:

- We can work flexibly and under extreme conditions.
- We can increase collaborative working.
- We can provide almost all services under lockdown conditions.
- We can act with agility to flex and respond to need.
- We can roll out a new waste collection service under lockdown restrictions.
- We can develop online customer services.

We want to use that experience to accelerate our Transformation Programme and build commitment to the Communities Model across our Services and the wider Council.

## **2. KEY SUCCESSES 2020/21**

### **2.1 Main achievements of 2020/21**

Household Waste Collection Service – Following approval at Full Council on the 25 June 2020 of the timetable for the roll out of new kerbside collection service for dry recyclables and despite the further lockdown measures implemented during December 2020 the timescales have been met. The new service started in Wigtown in November 2020, in Stewartry in April 2021, in Nithsdale in May 2021 and in Annandale and Eskdale in May 2021. The Member and Community Council engagement sessions for this project commenced March 2021 on MS Teams to explain and answer queries on the new kerbside collection service. The delivery of the kerbside recycling collection service shall reduce waste volumes to be processed and lead to the increase in recycling of materials that consequently reduces the need for raw materials.

Dumfries Zero Waste Park – At Full Council on the 25 June 2020 £13m of funding was agreed for the Dumfries Zero Waste Park facility.

Stranraer Harbour – Dredging of the inner harbour area to maintain access suitable for commercial and leisure craft.

Parks and Play Parks – The importance of the provision of green space for exercise and leisure pursuits has been enhanced during the pandemic period and the Service has responded to the increased demand made on these areas under lockdown and under visitor management conditions.

Waste Recycling - Raising awareness of waste recycling in schools through direct engagement between the Waste Service and Education Service colleagues including a name the refuse collection vehicle competition with over 250 entries.

Inclusive Play Parks – The progression of the Annan Inclusive Play Park, due to open early Summer 2021, widens the availability of recreational play facilities to some of the most vulnerable people in the community.

Roads Service Improvement Plan – The work undertaken on the Roads Service Review was informed by the significant consultation work undertaken during the Roads Service Review process. The public satisfaction survey and stakeholder engagement sessions were held online to inform the review process and assist in the development of the review actions now being delivered through the improvement plan. Through the Improvement Plan the development, agreement, and commencement of delivery of the 46 recommendations arising from the Roads Service Review shall bring transformational change in the Service in areas of customer focus, communications, workforce development, carbon management, performance management, asset management, active travel, and maintenance processes. Development of Modern Apprentice places within the Roads Service. A working group is currently developing measures to reduce and offset carbon within the Service.

Locharmoss Landfill Site Photovoltaic Array – Progressing this business case will inform the opportunities to provide green energy to support the running of the Ecodeco Mechanical Biological Treatment facility.

Street Lighting LED Conversion Project – The early completion of this project has contributed to the reduction in electricity usage within the Service.

New Roads - Construction completed of the New Link Road in Kirkconnel to support an adjacent new factory development adjacent.

Structures - Capital spend on essential bridge improvements across the region and investment in coastal protection measures to keep the road network operational. Working to support windfarm development in Annandale and Eskdale through inspection of structures and expediting associated repair works to help facilitate delivery of turbine components.

Public Open Space - Focusing on the appearance and cleanliness of our streets, parks and open spaces as town centres reopen and ensuring that they are clean and inviting for visitors. This has involved putting additional cleaning regimes in place. We continue to support our Community Litter Pickers by providing equipment and uplifting collected litter from them. We are changing our planting schemes to be sustainable with perennial planting as opposed to annual bedding displays. These provide more year-round interest in the flower beds and enhance the local area, while using less resources to produce. We are leaving some areas of roadside verges un-cut in conjunction with local communities to allow native wildflowers to establish.

Active Travel - Progression of a number of active travel projects including A701 Beattock to Moffat Cycleway, Church Crescent Cycle Bridge (Dalbeattie) and the DGRI Mitigation Works, New Abbey Road project. Online engagement held around the proposals for improvements to Troqueer Rd / Pleasance Avenue Junction and the Landscaping / Public Realm Improvements around the New Abbey Road/Park Road Junction, Dumfries.

Speed Limits - Provide a 20mph zone covering much of central Dumfries, encouraging the use of both walking and cycling as a way to access schools and recreation.

Recycling and Litter Transformation Projects – Progress on the development of a number of the recycling and litter transformation event outcomes including a new waste development officer post, Ecodeco Mechanical Biological Treatment Facility process improvement options development and Household Waste Recycling Centre standardised opening hours.

## **2.2 Collaborative Working With Stakeholders**

### **Communications**

We are committed to excellence in communication and two-way dialogue with citizens, customers, staff, Elected Members, and partners.

The Roads and Infrastructure Communications Plan is consistent with the Communities Communication Strategy which complies with the Council's Communications Strategy and good practice guidelines.

We are committed to Plain English and equalities, so all our staff are trained in Diversity Awareness and, where appropriate, Disability Etiquette. All our meetings take place in accessible, non-faith venues, and wherever possible and appropriate we use hearing loops and provide interpretation. We use written translation, telephone and in-person interpretation and all our publications indicate that other formats are available. We use

photographs and images of people from all walks of life and from across our region and easy read icons where possible to make our written information accessible too.

We have direct relationships with our customers, residents, communities, suppliers and partner organisations and the methods we use are applied as appropriate depending on the urgency and content of the communication. We use the following approaches:

### External

#### Citizens:

- Press Releases
- Leaflets and Posters
- Web pages
- Social media postings on DGC Facebook account and Twitter account
- Committee Meetings
- Community Council Meetings
- Public meetings
- Responses to Freedom of Information and Subject Access Requests
- Responses to Comments, Complaints and Compliments

#### Customers:

- Emails, letters, and phone calls

#### Partners:

- Quarterly Community Planning Newsletter
- MPs/MSPs Enquiry Service and liaison meetings
- Weekly Briefing and Community Bulletin
- Community Council Enquiry System and monthly Community Council Newsletter

### Internal

#### Staff:

- Communities Directorate Committee Bulletin
- Communities Directorate Staff Newsletter
- Service Specific Staff Newsletters
- Service Specific Orientation Days
- Service Specific Reviews
- HR Consultations Related to Terms and Conditions
- Feedback on performance and internal Client satisfaction

#### Elected Members:

- Briefing Notes.
- Briefing Meetings
- Elected Member Enquiry Service.
- Members Weekly Briefing
- Monthly Ward Updates
- Youth Council Enquiry Service

### Engagement

## External

### Citizens:

- Ward Events
- Community Conversations

### Customers:

- Satisfaction surveys in relation to service delivery
- Community Conversation events
- Participation in Harbour User Groups

### Partners:

- Sustrans
- Dumfries and Galloway Timber Transport Group
- South West of Scotland Transport Partnership (Swestrans)
- Dumfries and Galloway Road Safety Partnership
- Trade Union Liaison Meetings
- Third Sector Dumfries and Galloway
- Police Scotland
- Fire and Rescue Service
- SEPA

## Internal

### Staff:

- Staff Communications Team chaired by the Head of Service. with representation from all technical and operational areas of the Service
- Management Team – usually monthly
- Management Development Days
- Team meetings – usually monthly
- Staff Development days
- Individual 1:1 staff/line manager meetings – monthly or weekly

### Other Officers:

- Weekly Corporate Management Team (CMT)
- Quarterly Council Strategic Health and Wellbeing Group meetings
- Directorate Health and Safety Liaison Group
- A range of officer project and working groups e.g., Climate Change Group

### Elected Members:

- Weekly liaison with the Chair and Vice Chair of Communities Committee
- Business Meeting before each Committee meeting
- Elected Member Briefings and seminars
- Training delivered to Members of Harbours Sub Committee
- Briefings to Political Groups

## Research

- Society of Chief Officers of Transportation Scotland Working Groups

- Waste Managers Network
- Association for Public Sector Excellence

### **2.3 Areas Of Work That Have Been Accelerated**

Our Services are key to the COVID Pandemic Restart, Renew and Recovery processes and have been impacted by the COVID Pandemic. Our initial lessons learned have informed our future arrangements.

#### Keep: Improvements we want to retain

Service delivery:

- The booking system for Household Waste Recycling Centres (HWRC)

Our ways of working

- Staggered start times for waste collection crews
- Blended approach to work locations and agile working

#### Grow: Issues we want to develop

Service delivery:

- Extend the online booking system to incorporate bulky uplifts
- Digitise inspections and assessments e.g., play equipment and headstones
- Support to local Community Resilience groups
- Use of website information and social media

Our ways of working:

- Use of virtual meetings for team meetings, Stakeholder Events and Consultation meetings
- Multi-disciplinary teams built through cross-service working
- Online training

#### Throw: Areas that are no longer relevant or possible

Our ways of working:

- Full time office bases
- Mitigate need to travel for meetings
- Extensive use of vehicle fleet

## **3. CHALLENGES AND OPPORTUNITIES**

### **3.1 Challenges**

Looking forward the most significant challenges for the Service include:

- 19% customer satisfaction with roads
- 48% of the road network should be considered for maintenance.
- Staffing levels and impact on business continuity
- Ongoing safe working for our staff in relation to Pandemic effects

- High public profile of services and the need to be better at being customer focussed
- Projects that create significant impact in the public realm and the acceptance of change by those affected
- Contribution to regional net zero carbon status by 2025
- Response to climate emergency related to the significant carbon footprint of materials required in infrastructure maintenance and construction.
- Achieving national recycling targets
- Demands on open space under pandemic conditions
- Limited lair space in a number of cemeteries with respect to more rigorous regulatory requirements
- Volatile markets for waste disposal
- Potential impact of pandemic on increased construction / maintenance costs and budgetary pressures

### 3.2 Opportunities

Looking forward the most significant opportunities for the Service include:

- Implementation of the Roads Service Improvement Plan
- Alignment of services with the Communities model
- Alignment of services with transformation themes
- Recently approved investment in waste infrastructure
- Recently approved investment in roads maintenance
- Our strong lobbying position for UK and Scottish Government investment with respect to Transport Scotland's Strategic Transport Projects Review 2, UK Government's Levelling Up Fund and UK Government's Connectivity Review.
- Delivery of major projects
- Support to services through volunteering
- Development of partnership working eg Sustrans Embedded Officer
- Recruitment of apprentices to respond to Service needs and employment opportunities for the young
- Development of digital solutions and enhancements to service delivery
- Development of cross service working between teams enabling us to manage resources more effectively to meet the demands of service delivery

## 4. KEY AREAS OF FOCUS FOR THE YEARS AHEAD

### 4.1 Council Plan Contributions

Roads and Infrastructure is a lead Service or plays a significant part in the delivery of a number of the Statements in the Council Plan.

Contributions to Council Plan 2017-2023		
COUNCIL PRIORITY	COUNCIL COMMITMENT	HOW WE ARE GOING TO DO IT
Build the Local Economy	Invest in our key infrastructure	<ul style="list-style-type: none"> <li>Develop new parking strategies for Dumfries and Stranraer to improve access to town centres and continue to oppose the introduction of car parking charges.</li> <li>Continue the programme for the roll out of LED street lighting across the region.</li> <li>Lobby the Scottish Government to extend 80% funding to include smaller flood protection schemes/studies to enable the Council to commission studies in the Cree, Annan Valley and Ken-Dee River catchments.</li> <li>Roll out a household recycling scheme across the region.</li> <li>Lobby for investment in key local transport infrastructure, including dualling where appropriate, of the A75, A76, A77, A7 and a better link between Dumfries and the M74.</li> <li>Introduce a new Clean DG initiative with communities to improve street cleaning; including a renewed focus on getting basic maintenance correct, from weed free paths to better maintenance of bus shelters.</li> <li>Increase investment in our roads infrastructure, including 'pothole' squads.</li> </ul>
Provide the best start in life for all our children	Support Children to be healthy and active	<ul style="list-style-type: none"> <li>Invest £500,000 in the development of flagship inclusive play parks in Dumfries, Stranraer, and Annan</li> <li>Establish a playpark fund to support improvements to parks across the region.</li> <li>Increase the number of roads with 20mph speed limits and zones to enable greater on-road cycling and create a safer environment for all road users within residential areas in our towns and villages.</li> </ul>
Protect our most vulnerable people	Keep our communities safe	<ul style="list-style-type: none"> <li>Implement the projects within the Flood Risk management plan including developing flood protection schemes for Newton Stewart and Langholm and the Whitesands. We will ask the Scottish Government to hold a public enquiry on the Whitesands Project and abide by the recommendations.</li> </ul>

Be an inclusive Council	Empower our communities to make the most of their assets	<ul style="list-style-type: none"> <li>• Support an increase in community growing schemes and allotments.</li> <li>• Lobby the Government to support the buy-out of historical PFI contracts.</li> <li>• Support a local based community model for the running and ownership of assets such as village halls, community centres, sport and leisure facilities including the Community Sports Hubs. Implement the decision to establish a Trust to operate the region's main Leisure and Sport facilities</li> </ul>
Respond to climate change and transition to a carbon neutral region	Empower our communities and stakeholders to make significant changes to reduce emissions and adapt to a low carbon approach	<ul style="list-style-type: none"> <li>• We will review all policy and practice to identify ways in which we can move further and faster on carbon reduction measures.</li> <li>• We will embed climate change considerations into all policy and practice risk assessments.</li> <li>• We will work closely with other local authorities, statutory agencies, public and private sector organisations, and our communities to achieve carbon reduction outcomes and will seek to identify and share best practice.</li> </ul>

**Table 4 – Roads and Infrastructure Contributions to the Council Plan**

## 4.2 Transformation Programme Contributions

The Service has been active in recent years in transformational activity across Roads, Waste and Community Assets. In an evolving post Pandemic environment the Service should continue to deliver the previously agreed transformation activity and ensure that it aligns that activity to hit a number of new requirements arising from Renewal and Recovery. Future Service transformation activity includes building on recently approved transformation projects and evolving our transformational activity to ensure the Service:

- Contributes to collaborative internal and external working
- Contributes to economic recovery
- Contributes to sustainable development
- Contributes to climate change carbon reduction
- Contributes to young people into employment
- Contributes to an adjusted travel environment
- Contributes to an adjusted living environment

Recently agreed transformation activity within the Service includes:

- Reviewing the options for the operation, maintenance, and insurance of the Ecodeco Mechanical Biological Treatment Facility
- Reviewing the options for the delivery of the Streetscene Service
- Reviewing the frequency of non-recyclable waste collection
- Reviewing the operating hours of the Household Waste Recycling Centres
- Increasing the opportunities concerning the provision of trade waste services
- Developing waste and litter prevention awareness
- Delivery of the 46 recommendations arising from the Roads Service Review through the delivery of the Improvement Plan.

### 4.3 Renewal and Recovery Contributions and Activity

Council Renew and Recovery Action Plan Objectives	Related Service Activity
Developing alternative delivery models to ensure a sustained focus on Council Priorities with agile, affordable, and achievable services.	<ul style="list-style-type: none"> <li>• Roads Service Improvement Plan</li> <li>• Recycling and litter transformation projects</li> <li>• New waste and recycling collection service</li> </ul>
Support the Local Economy and maximise the benefits of Borderlands and South of Scotland Enterprise (SOSE)	<ul style="list-style-type: none"> <li>• Support to CX project</li> <li>• Support to Stranraer Marina project</li> <li>• UK Connectivity Review</li> <li>• UK Levelling Up Fund</li> <li>• Strategic Transport Projects Review 2</li> </ul>
Take a practical and inclusive approach to everything we do focusing on tackling Inequalities and supporting the Vulnerable across a broad range of services, partners, and communities.	<ul style="list-style-type: none"> <li>• Equality of wide-ranging service provision</li> <li>• Creating safe environments</li> <li>• Accessibility of the public realm</li> </ul>
Take a practical and inclusive approach to the needs of Children and Young People across a broad range of services, partners, and communities.	<ul style="list-style-type: none"> <li>• Provision of parks and play areas.</li> <li>• Targeted recruitment of young people as apprentices</li> <li>• Working with Education Services for recycling input to the curriculum</li> </ul>
Support the development of an inspirational and engaging workforce and reduce our number of buildings.	<ul style="list-style-type: none"> <li>• Development of the Streetscene model to realise an agile, multi skilled and flexible workforce</li> <li>• Continue with hybrid/agile working model</li> </ul>
Support Third Sector Dumfries and Galloway to development locality hubs as the focus for locality working and achieve Investors in Volunteering status	<ul style="list-style-type: none"> <li>• Support to volunteers in public realm works</li> <li>• Support to community resilience groups</li> </ul>
Take forward opportunities to improve sustainability and tackle climate change.	<ul style="list-style-type: none"> <li>• Develop systems to monitor and reduce the carbon impact of the Service</li> <li>• Develop active travel opportunities.</li> <li>• Contribute to 20min neighbourhoods.</li> <li>• Increase recycling</li> <li>• Explore photovoltaic power generation</li> </ul>

**Table 5 – Service Activity that Contributes to Council Renew and Recovery Action Plan Objectives**

### 4.4 Key Deliverables That Will Be Progressed During 2021/22

- Implementation of the Roads Recovery Fund project to address carriageway defects
- Improve customer communications and satisfaction
- Deliver active travel and 20mph schemes
- Balance the Waste Services budget
- Develop options for the development of the Ecodeco Mechanical Biological Treatment Plant
- Increase recycling rates
- Access external funding to improve recycling infrastructure
- Reduce littering
- Develop cross service operational working
- Develop resources and build capacity to deliver major capital projects
- Implementation of the Roads Service Improvement Plan
- Completion of Kerbside Recycling Service roll-out
- Commencement of the construction of the Dumfries Zero Waste Park
- Support the 20 Minute Neighbourhoods concept through active travel projects
- Harbour Revision Order for Stranraer and Loch Ryan
- Community Food Growing Strategy
- Progress Inclusive Playparks

#### **4.5 Key Issues Beyond 2021/22**

- Implementation of Flood Protection Schemes
- Introduction of the single-use drinks bottle Deposit Return Scheme by Scottish Government
- Increase reuse and recycling and reduce waste including the development of a Reuse Facility on the Dumfries Zero Waste Park

#### **4.6 Risks**

##### Service Risks

- Failure to balance revenue and capital budgets

- Failure to meet service needs or statutory duties
- Failure to deliver agreed capital programmes including Infrastructure Asset Class, Land Asset Class and Council priority projects
- Failure of infrastructure

## Business Plan Refresh – Appendix 1

### Performance Information

The tables below highlight our detailed deliverables for the year ahead, aligned to our strategic priorities and commitments, together with the risks we face.

Our Strategic Priorities are numbered as follows:

#### 1. Build the local economy

- 1.1 Improve the level of skills within our communities and workforce
- 1.2 Support our small and medium sized businesses to be established and grow
- 1.3 Invest in our key infrastructure
- 1.4 Provide an attractive location to do business

#### 2. Provide the best start in life for all our children

- 2.1 Ensure early intervention, in particular to keep our region's most vulnerable children safe
- 2.2 Invest in creating schools fit for the 21st century which are at the heart of our communities
- 2.3 Raise ambition and attainment, in particular to address inequalities
- 2.4 Support children to be healthy and active

#### 3. Protect our most vulnerable people

- 3.1 Tackle the causes and effects of inequality and poverty
- 3.2 Help older or vulnerable people live healthy and independent lives
- 3.3 Ensure older or vulnerable people receive the care and support they need
- 3.4 Keep our communities safe

#### 4. Be an inclusive Council

- 4.1 Ensure that local people and communities are at the heart of our decision making
- 4.2 Empower our communities to make the most of their assets
- 4.3 Increase equality of opportunity

#### 5. Urgently respond to climate change and transition to a carbon neutral region

- 5.1 Encourage understanding of how the way we live and work in the region impacts on climate change
- 5.2 Empower our communities and stakeholders to make significant changes to reduce emissions and adapt to a low carbon approach
- 5.3 Lead on the transition to cleaner and greener technologies
- 5.4 Promote and protect our region's natural environment
- 5.5 Contribute to a greener economy, maximising the region's green energy potential

#### 6. Transformation Activities

- 6.1 Prioritise our resources
- 6.2 Improve our Customer and Digital Offer
- 6.3 Modernise our Council
- 6.4. Maximise use of fewer assets
- 6.5 Develop a smaller more flexibly skilled workforce for the future
- 6.6 Maximising our income and underpinning fairness through targeted concessions

#### 7. Renewal Activity

- 7.1 Developing alternative delivery models to ensure a sustained Focus on Council Priorities with agile, affordable and achievable services
- 7.2 Support the Local Economy and maximise the benefits of Borderlands and South of Scotland Enterprise (SOSE)
- 7.3 Take a practical and inclusive approach to everything we do focusing on tackling inequalities and supporting the Vulnerable across a broad range of services, partners and communities.
- 7.4 Take a practical and inclusive approach to the needs of Children and Young People across a broad range of services, partners and communities.

7.5 Support the development of an inspirational and engaged workforce and reduce our number of buildings.

7.6 Support Third Sector Dumfries and Galloway to develop locality hubs as the focus for working and achieve investors in volunteering status

7.7 Take forward opportunities to improve sustainability and tackle climate change.

## 8. Recovery Activity

8.1 Schools and learning

8.2 Economy and Business

8.3 Inequality and Vulnerability

8.4 Local Communities

8.5 Climate Recovery

## 9 Key service functions

9.1 People / Learning and Growth

9.2 Process

9.3 Customer

9.4 Finance / Asset

## Health and Safety

10.1. Our Service will set out and demonstrate our commitment and arrangements for health and safety

10.2. Our Service shall incorporate health and safety considerations when planning activities and before carrying out tasks

10.3. Our Service shall ensure people have the competency to enable them to fulfil their H&S responsibilities

10.4. Our Service shall consult, engage and communicate effectively on H&S arrangements.

10.5. Our Service shall work safely and be positive and pro-active in our approach

10.6. Our Service shall monitor that we are managing H&S effectively

10.7. Our Service shall audit and review our H&S arrangements to encourage continuous improvement

10.8. Incident Information

## Service Risks

Table 1 outlines what we are going to do:

Project	Deliverable	Strategic Objective	Timescale	Status	Area
<b><u>Community Assets</u></b>					
Clean DG Initiative - Phase 2 Action Plan	The Clean DG Initiative is a one community approach which empowers staff, partners and communities to work closer together to create safer and brighter communities	1.4 3.4 5.1 5.2 5.3 5.4 5.5 7.7	31 March 2023		-
Inclusive Play Parks - Phase 1	Development of 3 inclusive flagship play parks in Stranraer, Dumfries and Annan that include access to changing places toilets fully disabled accessible facilities and adjacent disabled parking.	1.3 2.4 7.4	31 July 2021		✓

Inclusive Play Parks - Phase 2	Development of 4 inclusive flagship play parks in Newton Stewart, Castle Douglas, Upper Nithsdale and Lockerbie that include access to fully disabled accessible facilities and adjacent parking	1.3 2.4 7.4	31 March 2023		✓
<b><u>Flooding and Harbours</u></b>					
Local Flood Risk Management Plan	Deliver the LFRMP 2016-2022 projects. DGC will continue to report nationally on the delivery of all Actions within the LFRMP in accordance with legislation.	1.3 3.4 5.1 7.2 8.5	31 March 2023		✓
Whitesands Project (Confirmed Scheme)	To deliver a Flood Protection Scheme for the Whitesands in compliance with the Solway Local Plan District Local Flood Risk Management Plan.	1.3 3.4 5.1 7.2 8.5	31 March 2023		✓ (Nithsdale)
Langholm Flood Protection Scheme	To deliver a Flood Protection Scheme for Langholm in compliance with the Solway Local Plan District Local Flood Risk Management Plan.	1.3 3.4 5.1 7.2 8.5	31 March 2023		✓ (Annandale & Eskdale)
Newton Stewart Flood Protection Scheme	To deliver a Flood Protection Scheme for Newton Stewart in compliance with the Solway Local Plan District Local Flood Risk Management Plan.	1.3 3.4 5.1 7.2 8.5	31 March 2023		✓ (Wigtown)
Loch Ryan Harbour Revision Order	The Council as the Statutory Harbour Authority has the power to regulate certain conduct within Loch Ryan and has certain responsibilities in respect of Loch Ryan.	1.3	31 July 2022		✓ (Wigtown)
<b><u>Roads</u></b>					
<b>NEW</b> Road Service Improvement Plan	To improve the Region's roads and to provide a more customer focused and cost-efficient service	1.3 3.4 5.1 6.1 6.2 6.5 7.1 7.7 8.2	31 December 2022	New	-
<b>NEW</b> Develop a new parking strategy for Dumfries and Galloway	A new parking strategy for Dumfries and Galloway	1.3 5.1 5.2 8.2	31 December 2022	New	-
<b>NEW</b> Road Recovery Fund Project	Significantly reduce the number of road defects and drainage defects on Dumfries and Galloway's roads over the next 3 years	1.1 1.2 1.3 1.4 5.5	31 March 2024	New	-

<b>Waste</b>					
Dumfries Zero Waste Park	Creation of a Zero Waste Park in Dumfries	1.3 5.2 5.3 5.5 7.7	31 July 2023		✓ (Nithsdale)
Household Waste Collection & Operational Development Rollout	Rollout of a new household waste and kerbside collection service across the region	1.3 5.2 5.3 5.5 7.7	31 July 2022		-
Recycling and Litter	To inform the future delivery of services which increase reuse and recycling along with reducing waste and litter creation.	1.3 5.2 5.3 5.5 7.7	30 September 2023		-

**Table 2 outlines how we will measure what we do**

Indicator	Purpose of measure	Target	Strategic Objective	Area
<b>Community Assets</b>				
Cost of Parks & Open Spaces per 1,000 Populations <b>LGBF</b>	The cost of community parks and open spaces combined with population size provides a link between costs and the population served.	£20,000	1.3 2.4 3.2 3.4 4.2 5.4 7.4	-
Percentage of adults satisfied with parks and open spaces <b>LGBF</b>	This indicator measures the percentage of satisfaction with the quality of these services. Data collected within the Scottish Household Survey.	80%	1.3 2.4 3.2 3.4 4.2 5.4 7.4	-
Net cost of street cleaning per 1,000 population <b>LGBF</b>	This indicator measures the cost of street cleaning per 1,000 of the population.	£15,000	1.4 3.4 5.4 6.5	-
Overall cleanliness index measurement <b>LGBF</b>	This indicator shows the cleanliness index of a local authority's streets and other relevant land.	90	1.4 3.4 5.4 6.5	-
Percentage of adults satisfied with street cleaning <b>LGBF</b>	Quality measure of public satisfaction with street cleaning.	80%	1.4 3.4 5.4 6.5	-
Percentage of play equipment that is independently inspected & classed as end of their useful life	Play equipment end of life indicator, demonstrates the condition of the equipment and is expressed as a percentage of total equipment for use by the people of Dumfries & Galloway. The equipment is independently inspected and items which are classed at the end of their	10%	1.3 2.4 3.2 3.4 4.2 5.4 7.4	-

	useful life are included in this calculation.			
Percentage of all DGC Playpark equipment that is currently in working order for our children to use	Demonstrates the availability of the equipment for use by the children of DGC. This is expressed as a percentage of total equipment that is available for use (not taken out of service for repair) versus items of play equipment that is not available to be used, through being taken out of service for repair or to be serviced.	90%	1.3 2.4 3.2 3.4 4.2 5.4 7.4	-
<b>NEW</b> No of complaints received in relation to public conveniences	To measure the number of complaints received in relation to public conveniences	Data Only	1.3 3.2 3.4	-
<b>Roads</b>				
<b>NEW</b> Total number of potholes identified and reported	Data to be used to inform the Roads Recovery Fund investment in addressing carriageway defects.	Data Only	1.3 3.4	-
<b>NEW</b> Total number of potholes which have been resolved within agreed timescales	Data to be used to inform the Roads Recovery Fund investment in addressing carriageway defects.	Data Only	1.3 3.4	-
Customer satisfaction with respect to the condition of road surfaces	It is important to capture an element of quality and public satisfaction with public services.	30%	1.3 3.4	-
Customer satisfaction with respect to the condition of cycle routes/lanes	It is important to capture an element of quality and public satisfaction with public services.	65%	1.3 2.4 3.4 5.2 7.7	-
How much does my Council spend on roads (£ per kilometre)	How much the Council spends on roads maintenance	Data only	1.3 3.4	-
<b>NEW</b> Length (km) of active travel infrastructure improved or created by Dumfries and Galloway Council	To measure the length of active routes available for journeys	Data only	1.3 2.4 3.4 5.2 7.7	-
Length of local network subject to 20 mph speed restrictions	Improve road safety for all road user's	Data only	1.3 2.4 3.4 5.2 7.7	-

<b>NEW</b> The number of schools with 20mph speed limits and zones	To measure the number of roads around schools with 20mph speed limits and zones	Data only	1.3 2.4 3.4 5.2 7.7	✓
Percentage of A class roads that should be considered for maintenance treatment <b>LGBF</b>	To reduce the percentage of the road network that requires maintenance	36.5%	1.3 3.4	-
Percentage of B class roads that should be considered for maintenance treatment <b>LGBF</b>	To reduce the percentage of the road network that requires maintenance	35.9%	1.3 3.4	-
Percentage of C class roads that should be considered for maintenance treatment <b>LGBF</b>	To reduce the percentage of the road network that requires maintenance	46.6%	1.3 3.4	-
Percentage of unclassified roads that should be considered for maintenance treatment. <b>LGBF</b>	To reduce the percentage of the road network that requires maintenance	63.8%	1.3 3.4	-
Overall percentage of road network that should be considered for maintenance treatment	To reduce the percentage of the road network that requires maintenance	50.4%	1.3 3.4	-
<b>Waste</b>				
Percentage of adults satisfied with refuse collection <b>LGBF</b>	It is important to capture an element of quality and public satisfaction with public waste services. This indicator measures the level of public satisfaction with regards to refuse collection.	75%	3.4 9.3	-
Tonnes of household "dry recyclate" collected from the kerbside.	Provides an overall measure of the tonnage of household 'dry recyclate' collected from the kerbside	2,000 tonnes	1.3 3.4 5.1 5.2 7.7	-
Tonnes of household "food	Provides an overall measure of the tonnage of household	1,500 tonnes	1.3 3.4 5.1 5.2 7.7	-

waste" collected from the kerbside	'food waste' collected from the kerbside			
Total Tonnes of household waste collected from the kerbside (inc. dry recyclate, food waste, general waste, bulky waste and white goods waste)	Provides an overall measure of the total tonnage of household waste collected from the kerbside.	52,000 tonnes	1.3 3.4 5.1 5.2 7.7	-
Tonnes of household recycling from Recycling Points	Provides an overall measure of the total tonnage of household recycling from recycling points.	900 tonnes	1.3 3.4 5.1 5.2 7.7	-
Total tonnes of Household Waste managed	Provides an overall measure of tonnes of household waste managed by the service	76,000 tonnes	1.3 3.4 5.1 5.2 7.7	-
Percentage of Household Waste – Reused (and tonnage)	Measures the proportion of household waste that is reused in comparison to other waste management methods	0.2%	1.3 3.4 5.1 5.2 7.7	-
Percentage of total Household Waste – Recycled (and tonnage) <b>LGBF</b>	Provides a measure to show what proportion of household waste is recycled	25%	1.3 3.4 5.1 5.2 7.7	-
Percentage of household waste - Other Recovery (and tonnage)	Provides a measure to show what proportion of household waste is managed by other recovery	59.8%	1.3 3.4 5.1 5.2 7.7	-
Percentage of Household Waste - Landfilled (and tonnage)	Provides a measure to show what proportion of household waste is managed by landfilling it	15%	1.3 3.4 5.1 5.2 7.7	-
Total tonnes recycled from Household Waste Recycling Centres (and % of Household Waste recycling)	This indicator provides an overall measure of recycled waste from Household Waste Recycling Centres	12,211 tonnes	1.3 3.4 5.1 5.2 7.7	-
<b>Council Wide Indicators</b>				
The average number of days lost per all other (non-teacher) local	The indicator looks at the effectiveness of the HR function in terms of impact on	0.75 days	9.1	-

government employees through sickness absence	the overall levels of sickness absence in the council			
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	The indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the Council	4%	9.1	-
Percentage of staff who have completed an annual performance development review	Performance development reviews take place to effectively manage, develop and support employees through periods of significant change; develop our workforce; and measure and report on performance against our objectives to help improve commitment, performance and service delivery	95%	9.1	-
Level of positive engagement recorded in employee survey	Provides feedback on how staff are feeling through the staff survey. The temperature check questions provide evidence of positive engagement through the level of positive return.	80%	9.1	-
Percentage of Council staff who know how their job contributes to Council Priorities	Council employees recognise their role in the achievement of the Council's Priorities by effectively engaging through improved communication and participation to help improve service delivery	80%	9.1	-
Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	Allows Members to manage and track their caseloads quickly and efficiently	85%	9.2	-
Percentage of Stage 2 complaint responses issued within statutory timescales	Local authorities are required to assess complaints handling performance in order to support continuous improvement in complaints handling	80%	9.2	-
Percentage of Freedom of Information and Environmental Information	To meet statutory responsibilities on Freedom of Information	94%	9.2	-

(Scotland) Regulations requests received that have been responded to within 20 working days of receipt				
Percentage of requests for subject access requests completed within one month	It helps individuals to understand how and why public authorities are using their data, and check we are doing it lawfully	85%	9.2	-
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale.	Monitor performance across the Council in terms of response to Community Council Enquiries submitted through the Council's Community Council Enquiry system.	85%	9.2	-
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	Allows Members to manage and track their caseloads quickly and efficiently	85%	9.2	-
<b>NEW</b> Youth Councillor Enquiry Service	Ensure enquires through the Youth Councillor Enquiry Service that are dealt within the agreed timescale	85%	9.2	-
Revenue Budget Outturn - Projected Outturn as a % of Budget	This indicator highlights performance against agreed budget limits set by Elected Members to ensure that spend is being maintained within those levels	100%	9.4	-

**Table 3 outlines how we measure our health and safety requirements**

Indicator	Target	Strategic Objective
Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review.	Yes	10.1
Health & Safety priorities from Head of Service (risk based) have been provided to H&S.	Yes	10.2
Head of Service has trained Health & Safety Duty Holders appointed and recorded in register	Yes	10.2
Planned occupational health needs verified and submitted to OD&HR	Yes	10.2
H&S risks and resource considered within business cases/Project Briefs	Yes	10.2
Competence requirements for Service Manager posts reviewed in terms of managing their service safely	Yes	10.3
Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre	Yes	10.3
Consultation arrangements for H&S Implemented	Yes	10.4

Communication arrangements for H&S Implemented	24	10.4
Number of Service wide Management meetings where H&S is discussed	10	10.4
Number of H&S Briefing Notes provided to managers	10	10.4
Number of H&S Newsletters issued to staff	4	10.4
Implementation of service H&S risk priorities	90%	10.5
Action plans produced within 6 weeks following health and safety management audits	Yes	10.5
Percentage of Corporate Health & Safety Audit Service action plans completed or on target as planned and agreed	90%	10.5
H&S Support offered and performance reviewed with Service Management	Yes	10.6
Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service	90%	10.6
Number of planning/review meetings held between Head of Service and H&S Partner	2	10.6
Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee	2	10.6
Carry out statistical analysis of work-related incidents and ill health and take appropriate actions	Yes	10.6
Percentage of RIDDOR investigations completed within 3 weeks	100%	10.6
Percentage of RIDDOR incidents reported to HSE within legal timescales	100%	10.6
Percentage of planned Service Health & Safety audits carried out	90%	10.7
Number of Service-wide employee accidents	Data only	10.8
Number of Service-wide violent incidents (all)	Data only	10.8
Number of Service-wide employee near miss incidents	Data only	10.8
Total number of Service-wide employee RIDDOR reportable incidents	Data only	10.8
Service-wide RIDDOR employee reportable incidents over 7 days	Data only	10.8
Service-wide RIDDOR employee serious injuries	Data only	10.8
Number of Service-wide RIDDOR employee specified diseases	Data only	10.8
Number of Service-wide RIDDOR employee specified diseases	Data only	10.8
No. 3rd party RIDDOR incidents	Data only	10.8

**Table 4 outlines our high-level risks**

Risk	Risk Factors	Mitigation / Contingency
R&I01 Failure to balance the revenue budget and capital budgets	<ol style="list-style-type: none"> <li>Under recovery of fees and charges</li> <li>Failure to control expenditure</li> </ol>	<ol style="list-style-type: none"> <li>Enhanced budget monitoring at directorate and service level</li> <li>Apply corrective measures to control expenditure when required</li> </ol>
R&I02 - Failure to meet service needs or statutory duties	<ol style="list-style-type: none"> <li>Mechanical Biological Treatment Facility Failure</li> <li>Disruption to the Waste Collection Service</li> </ol>	<ol style="list-style-type: none"> <li>Ensure our resources are targeted towards our high risk areas</li> </ol>

<p>R&amp;I03 - Failure to deliver agreed capital programmes, including infrastructure asset class, land asset class and Council priority projects</p>	<ol style="list-style-type: none"> <li>1. Staff capacity</li> <li>2. Project Management capacity</li> <li>3. Staff recruitment/retention.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensuring project and programme management standards are embedded as standard practice</li> <li>2. Quarterly monitoring of capital expenditure</li> <li>3. Regular reporting of progress to Communities Committee</li> <li>4. Grow your own staff development initiatives.</li> </ol>
<p>R&amp;I04 - Failure of infrastructure</p>	<ol style="list-style-type: none"> <li>1. Staff capacity</li> <li>2. Level of funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritisation of resources</li> <li>2. Scrutiny at Management team</li> <li>3. Scrutiny at Communities Committee</li> </ol>

## Business Plan Refresh – Appendix 2

### Workforce Information

The following provides an overview of workforce data for Roads and Infrastructure staff as at 1 April 2021, there were 523 staff in 574 positions.

**Chart 1 Establishment Positions (including vacancies) by Bands/Grades**

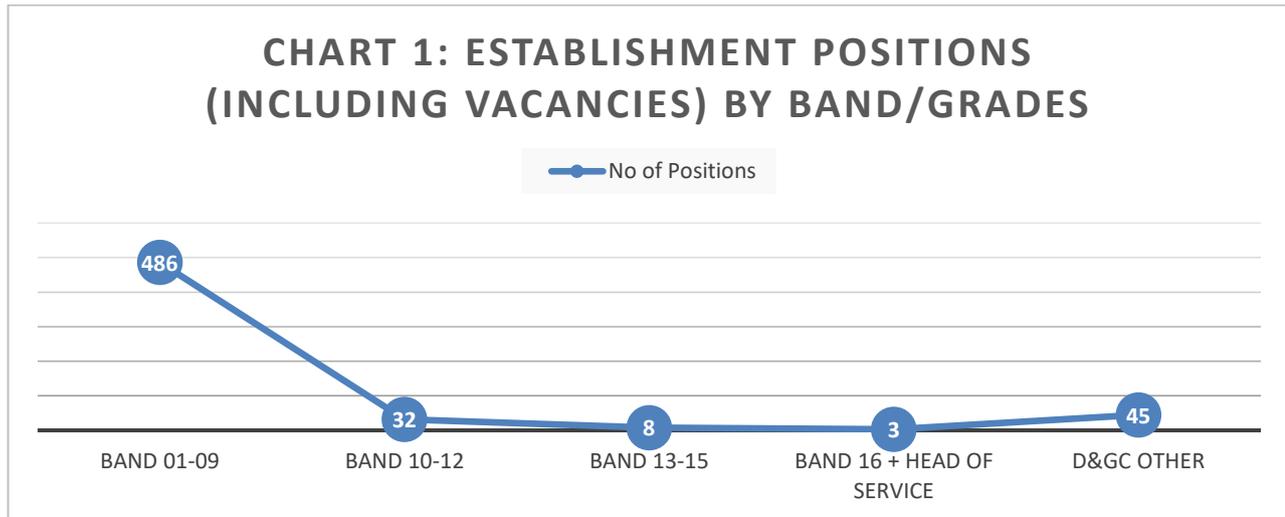


Chart 1 shows that 85% (486 positions) of all Roads and Infrastructure staff are in band 1-9 job roles. These staff perform front line services including, Roads Service, Community Assets Service, Harbours Service and the Waste Service, this profile reinforces the very customer front facing focus of the Roads and Infrastructure Service.

**Chart 2 – Workforce Profiling – Age by Gender (Positions)**

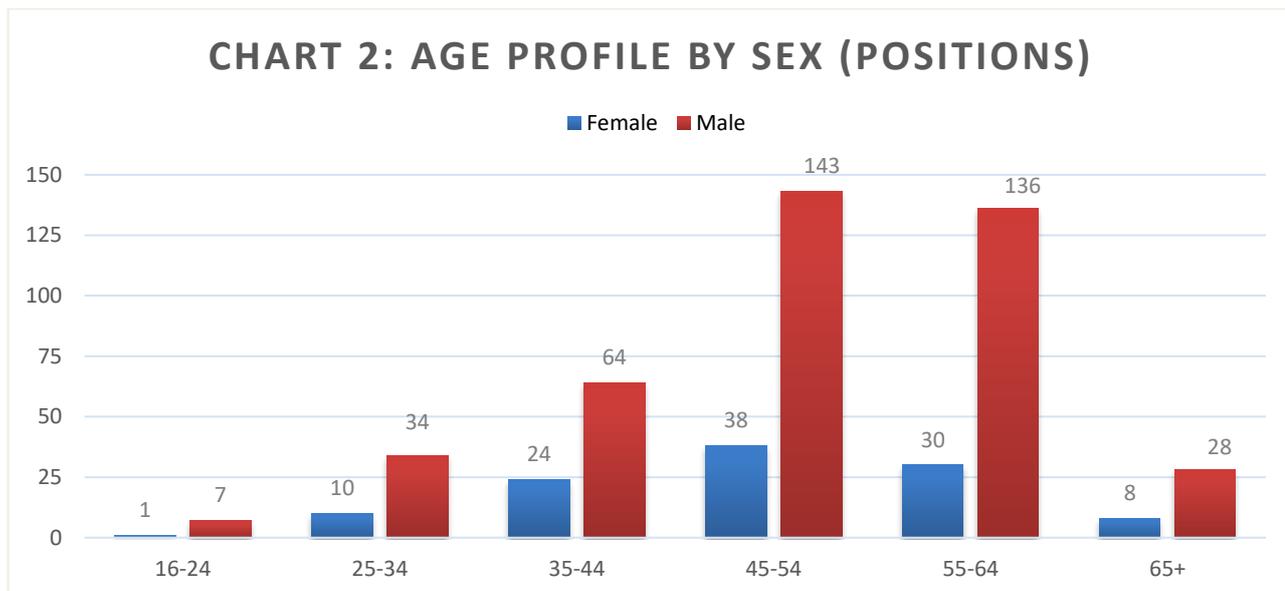


Chart 2 shows that Roads and Infrastructure have 412 male staff (79%) and 111 female staff (21%). The age profile indicates significant percentages, 73% of staff, in the 45+ age groups and 39% of staff in the 55+ age groups.

**Chart 3 – Workforce Profiling – Age by Banding**

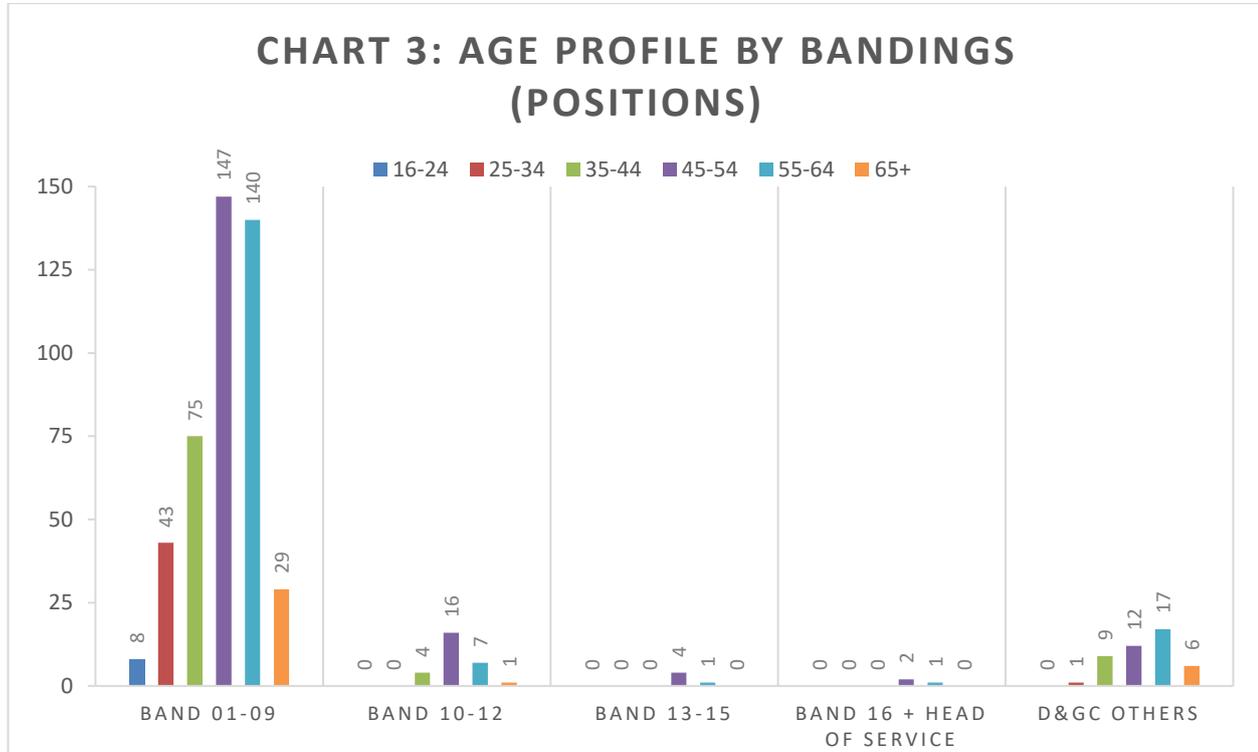


Chart 3 shows 442 staff in Bands 1 – 9 with a significant number of staff in the 45+ groups. Band 10's and above are predominately aged between 45 and 64.

**Chart 4 – Age Profile by Gender and Type (Positions)**

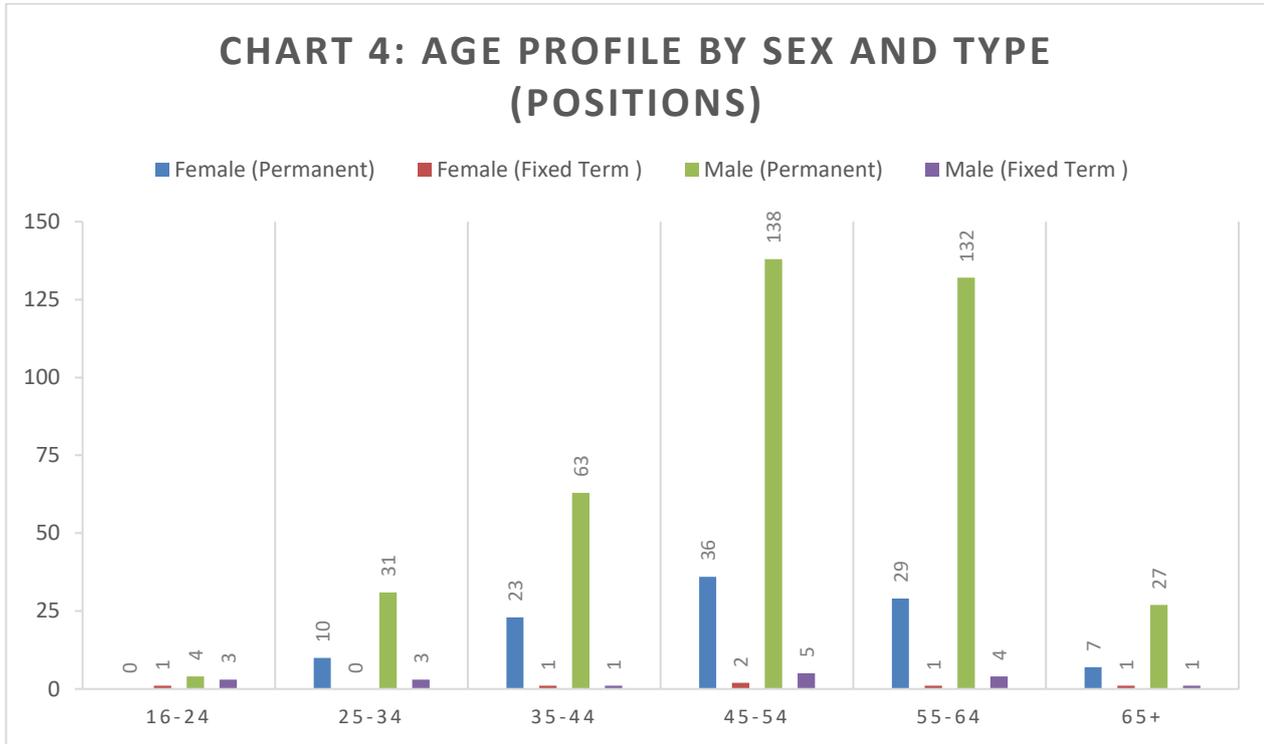


Chart 4 shows staff on permanent and those on temporary contracts. The Service has 500 staff on permanent contracts and 23 on fixed term contracts.

**Chart 5 Age Profile by Gender and Basis (Position)**

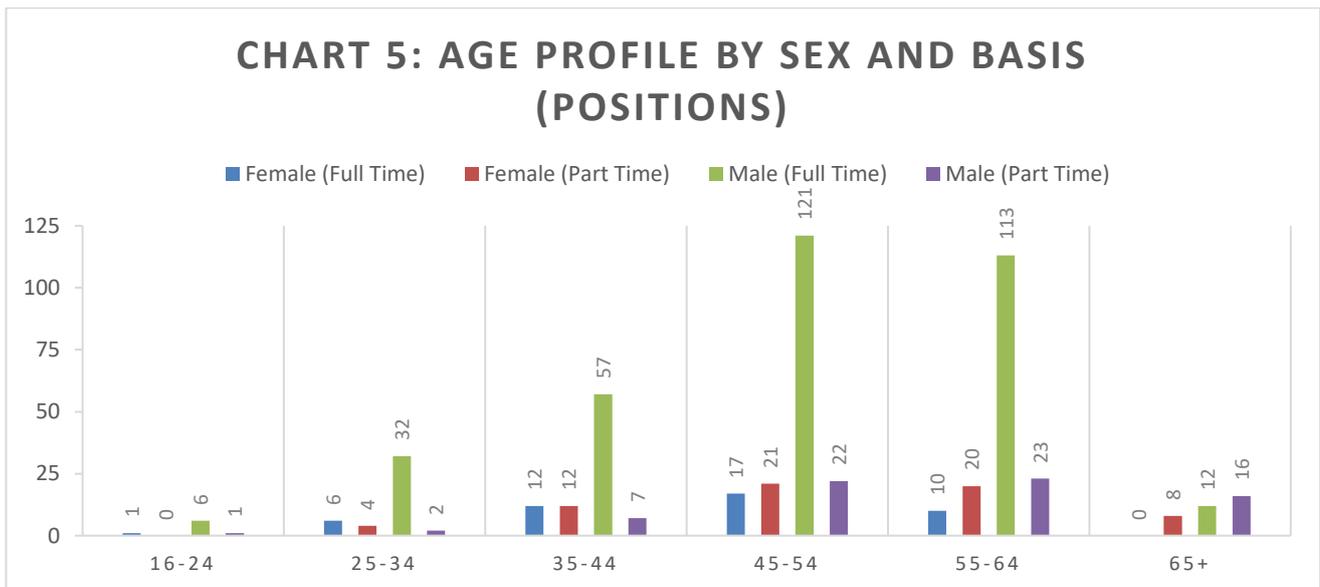


Chart 5 illustrates the breakdown by gender of the Service's workforce on a full time/part time basis. The gender split within the Service is 21% female (111 positions) and 79% male (412 positions). The female workforce has 46 full time staff and 65 part time staff. The male workforce has 341 full time staff and 71 part time staff.

## Business Plan Refresh – Appendix 3

### Financial Budgets

	<b>Service</b>	<b>21/22 Budget £</b>
Roads & Infrastructure		
	Infrastructure, Waste & Engineering	15,430,346
	Roads	6,075,666
	Community Assets	5,134,475
<b>Total</b>		<b>26,640,487</b>

The 2021/22 Budget information provided is a high level summary for each Service.

If you would like some help understanding this document or need it in another format or language please contact:

By Phone: 030 33 33 3000

Email: [communitiescomms@dumgal.gov.uk](mailto:communitiescomms@dumgal.gov.uk)

Write: Communities Business Management, Municipal Chambers, Buccleuch Street, Dumfries  
DG1 2AD