

# Roads and Infrastructure Service

## Business Plan 2019-2023



**CONTENTS:**

|           |  |              |
|-----------|--|--------------|
| <b>1.</b> | <b>Introduction .....</b>                            | <b>1-2</b>   |
| <b>2.</b> | <b>Values and Objectives of the Service.....</b>     | <b>3</b>     |
| <b>3.</b> | <b>Delivering the Council Plan.....</b>              | <b>4-8</b>   |
|           | <b>a. Contribution to Priorities and Commitments</b> |              |
|           | <b>b. Challenges and opportunities</b>               |              |
|           | <b>c. Important strategies and plans</b>             |              |
| <b>4.</b> | <b>Transforming the Service .....</b>                | <b>9-14</b>  |
| <b>5.</b> | <b>Communicating and involving .....</b>             | <b>15-16</b> |
| <b>6.</b> | <b>Working in Partnership.....</b>                   | <b>17-18</b> |
| <b>7.</b> | <b>Risks and impact assessment .....</b>             | <b>19-20</b> |
| <b>8.</b> | <b>Monitoring and reporting on performance.....</b>  | <b>21-25</b> |

**Appendices**

|           |                                     |              |
|-----------|-------------------------------------|--------------|
| <b>1.</b> | <b>Performance Information.....</b> | <b>26-39</b> |
| <b>2.</b> | <b>Workforce Plan .....</b>         | <b>40-43</b> |
| <b>3.</b> | <b>Financial Budgets .....</b>      | <b>44-45</b> |

## 1. Introduction

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

Roads and Infrastructure's customers are residents, communities, local businesses, developers, partner agencies and visitors. The services we provide are at the heart of everyday life across the region and cover a wide range of activities including; household and commercial waste collection, waste disposal, contaminated land, looking after our roads, footways / footpaths, cycleways / cyclepaths, car parks, street lighting and harbours and protecting our communities against the risk of flooding.

We deliver services and outcomes to support the delivery of all our Council's Priorities and have specific corporate lead responsibility to Invest in our Key Infrastructure. This Service Plan will establish clear expectations on how our services will contribute to the delivery of the Council Plan 2017-22 within the context of national, local and organisational drivers of change.

However, these expectations must be considered in the context of the transformation of the Council which is creating a radical shift in the way services are organised and delivered to address the competing priorities of reduced resources.

Roads and Infrastructure currently has a total establishment of 357 posts, of these, 32% are within the Roads Service and 55% are in the Waste Service, with a further 13% within the Flood Risk Management, Harbours and Engineering Design Teams. The Roads and Infrastructure Service is responsible for a wide range of assets across the region. In addition to a range of operational assets key to the delivery of a range of activities, the Service is responsible for a number of Strategic Assets, summarised in Figure 1.



Figure 1 – Strategic Assets

We also plan, manage and deliver significant capital projects in relation to infrastructure assets and economic development, including roads and structures repairs and maintenance, flood protection schemes, zero waste parks, street lighting, town centre improvements and regeneration priorities such as Stranraer Waterfront.

As part of the Council’s Transformation Process the integration of the Roads Service and the Waste Service, following the merge of functions that were previously in separate services, will necessitate the implementation of a new management structure during the early stages of the plan duration.

The overall vision for 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 roads, harbours, flood and waste infrastructure to progress the Council’s economic development and sustainable development strategies, ensuring the safety and wellbeing of communities”**.

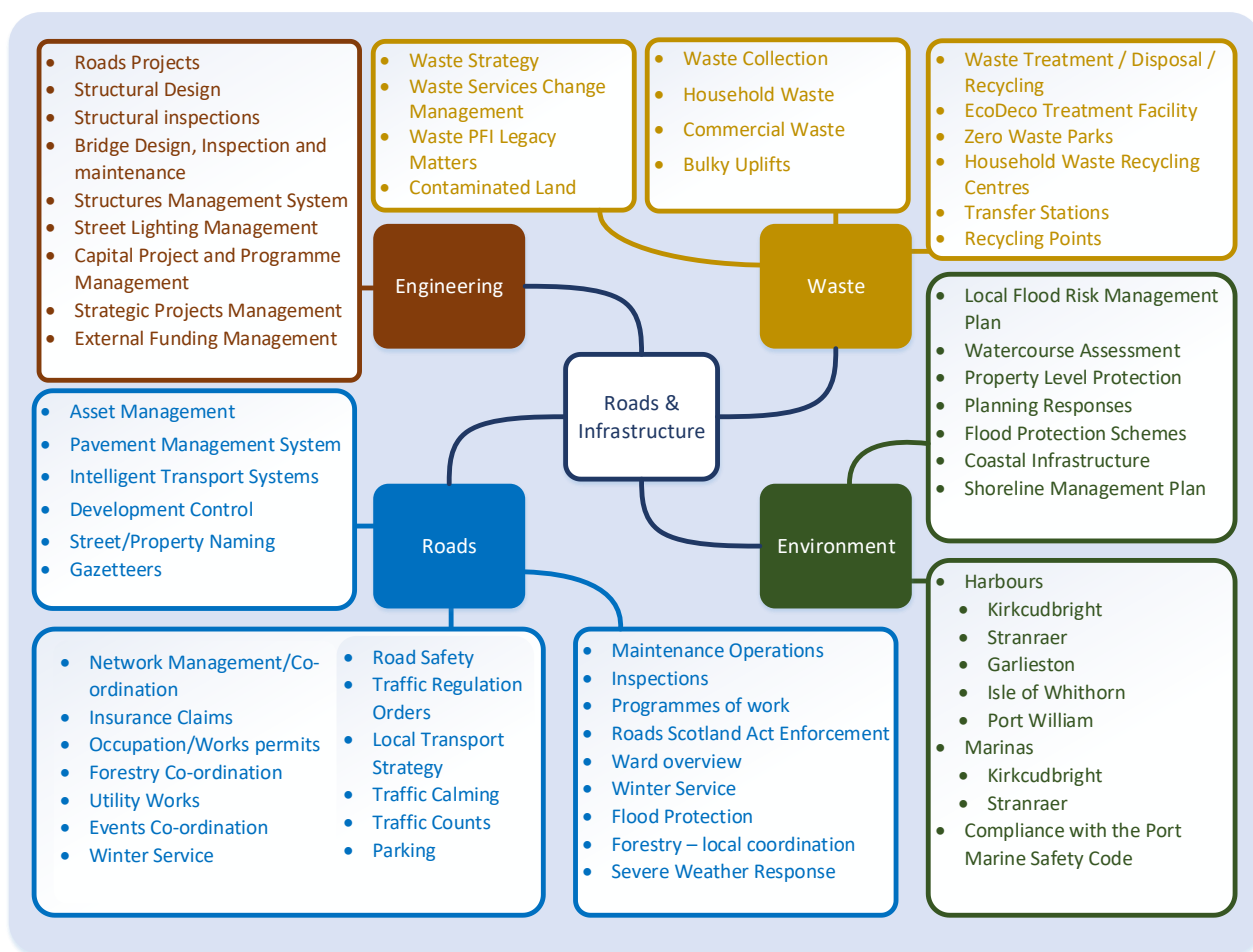


Figure 2 – Core Functions of the Service

## 2. Values and objectives

The vision, values, objectives and behaviours of the service have been shaped and influenced by our work with communities and key stakeholders including input from our staff.



Figure 3 – Vision, Values, Objectives and Behaviours

### 3. Delivering the Council Plan

#### 3a. Contribution to Priorities and Commitments

The Roads and Infrastructure Service contributes to or supports all of the Council’s priorities. Figure 4 illustrates the work of the Service and our approach to delivering for the priorities and commitments within the Council Plan. How we measure and monitor performance relating to our contributions is set out in Appendix 1.

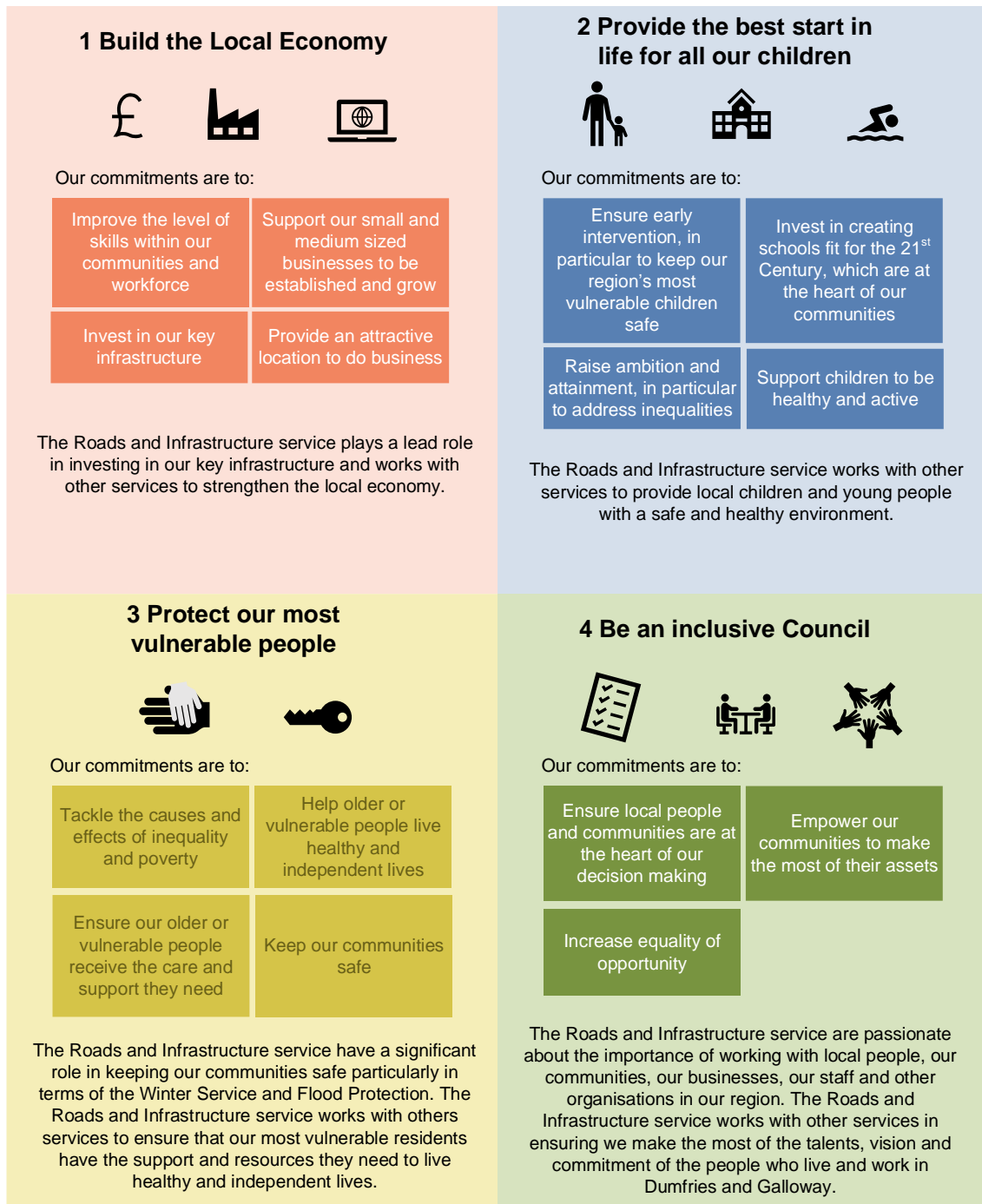


Figure 4 – Interface with Council Priorities

The Roads and Infrastructure Service is responsible for delivering the statements in the Council Plan as identified in Figure 5.



Figure 5 – Roads and Infrastructure Statements from Council Plan 2017-22

### Contribution to the Local Outcomes Improvement Plan 2017-27

Activities undertaken in and services provided by the Roads and Infrastructure Service make a positive contribution to the following outcomes of the Local Outcomes Improvement Plan:

- Outcome 3: Health and wellbeing inequalities are reduced - We want a region where our ageing population is happy in mind and healthy in body and as independent as possible. We want to see our younger generation physically active.
- Outcome 6: People are safe and feel safe - Everyone in our region should be safe from harm and our local services will have a special focus on prevention, protection and resilience.
- Outcome 7: People are well connected - We want to ensure that there are physical connections to services accessed through a range of affordable travel options, particularly for disabled people.
- Outcome 8: Individuals and communities are empowered - We want to ensure that everyone can make a contribution to their community in our region.

### Contribution to the Regional Economic Strategy 2016-20

The Strategic Objectives within the Regional Economic Strategy that are supported by the Roads and Infrastructure Service include:

- Developing Places – to empower the region’s communities to address their distinct economic challenges and opportunities.
- Well Developed Infrastructure - to enhance regional connectivity, removing barriers to business competitiveness and improving access to economic opportunities for individuals and businesses.
- Investment Projects – to deliver large investment projects that will make a significant impact on the regional economy.

### **Dumfries and Galloway Council Roads Asset Management Plan**

The Council’s Roads Asset Management Plan states that “The real value of Dumfries and Galloway Council’s road network and associated infrastructure lies in its delivery of the essential services that provide the foundation upon which economically healthy, prosperous and safe communities are built. Road maintenance impacts on the whole community and all of the services that the Council delivers.”

### **3b. Challenges and opportunities**

Feedback from our staff has contributed to identifying the challenges and the opportunities that face the Roads and Infrastructure Service in the next few years. The challenges shall be considered in relation to the management of risk to the Service and the opportunities shall be considered in relation to the transformation of the Service.

#### **Challenges:**

- Condition of carriageway assets is poor.
- Reduced budgets, with the prospect of further reductions in future years.
- Understaffed in particular areas across the Service.
- Services not well understood by the Public but are front line and used by all.
- Significant public profile for road condition, waste collection and recycling.
- Infrastructure vital in large rural area.
- Projects that impact on the public realm raise public concern.
- Need for significant investment in Waste Services.
- Compliance with the requirements of the Waste (Scotland) Regulations 2012.
- The implications of Brexit.
- Climate Change Emergency.
- Changing Markets for Waste Disposal.

#### **Opportunities:**

- Development of a new Waste Service.
- Development of a new Roads Service.
- Integration of Services, embedding a “One Service” approach.
- Taking forward the Communities Model and improving communication and engagement.
- Development of digital solutions such as mobile technology to support field working.
- Encourage innovation in all areas of the service.
- Increased recycling.
- Control of former Waste PFI Contract Services.



- Finalisation of Transport Scotland's South West Case for Change leading into the development of the national Strategic Transport Projects Review 2 and the potential for transport infrastructure investment within the region.
- The Borderlands Project.
- National Transport Strategy 2.

### **3c. Important strategies and plans**

The internal and external strategies and plans which are relevant to the work of the Roads and Infrastructure Service include:

- Dumfries and Galloway's Marine and Coastal Litter Strategy 2009-2012.
- Waste Prevention Strategy.
- Waste Resource Management Strategy 2012-2020.
- Dumfries and Galloway Active Travel Strategy (including Active Travel Plan).
- SWestrans Regional Transport Strategy 2008.
- Setting Local Direction: The Dumfries and Galloway Local Transport Strategy 2011-2016.
- Local Development Plan 2.
- Solway Local Flood Risk Management Plan.
- Solway Local Plan District Flood Risk Management Strategy.
- Carbon Management Plan 2.
- Local Housing Strategy 2018-2023.
- Regional Economic Strategy 2016-20.
- Regional Tourism Strategy.

### **3d. Legislation**

The Roads and Infrastructure Service exercises a number of duties and functions specific to a range of legislation. Over time many of these Statutory instruments can be subject to revision, replacement or expansion and the Service will adopt new functions or duties as required:

- Coast Protection Act 1949.
- Roads (Scotland) Act 1984.
- Roads Traffic Regulation Act 1984.
- Disabled Persons Parking (Scotland) 2009.
- Flood Risk Management (Scotland) Act 2009.
- Transport (Scotland) Act 2005.
- New Roads and Street Works Act 1991.
- Security for Private Road Works (Scotland) Regulations 1985.
- Refuse Disposal (Amenity) Act 1978.
- Control of Pollution (Amendment) Act 1989.
- Environmental Protection Act 1990.
- Environment Act 1995.
- Waste Minimisation Act 1998.
- Pollution Prevention and Control Act 1999.
- Waste and Emissions Trading Act 2003.
- Waste (Scotland) Regulations 2012.

- Harbours Act 1964.
- Port Marine Safety Code 2012.
- Transport Act 1985.
- Road Traffic Act 1988.
- Road Traffic Reduction Act 1997.
- Transport (Scotland) Act 2001.
- Local Government in Scotland Act 2003.
- Health and Safety at Work Act 1974.
- Lifting Operation and Lifting Equipment Regulations 1998.
- Planning Advice Note 33 – Development of Contaminated Land.
- Landfill (Scotland) Regulations 2003.

#### 4. Transforming the Service

The Council is currently undertaking a Transformation Programme and the Roads and Infrastructure Service has a significant part to play in this process over the period of the Service Plan.

Council finances and staff are under pressure. Increasing demand for key services means this Council can't continue to provide them as is the case just now. In summary, given the economic projections the Transformation Programme is based around the following agreed principles:

- The Council will be unable to deliver the range of activities that it does currently and will achieve outcomes in different ways than it does currently.
- Priorities and Commitments in our Council Plan, focused on our economy, children, vulnerable people and sustaining our communities, are where we will sustain and focus our activity. That means that the Council will have to be clear with staff and the public on the options to reduce or stop other important but lower priority activities. Mitigation will always be in place to protect the most vulnerable people as services change.
- The Council will maintain a presence in our communities but in helping communities achieve their ambitions some outcomes will have to be delivered by other organisations and local communities themselves.
- The Council will not be able to pay for all our existing ageing estate or face to face customer interactions. Customers and staff must have access to services or resources they need delivered in a sustainable manner that balances cost and outcomes. Use of technology must be maximised but with constant reflection of the needs of a rural and ageing population.
- The Council will maximise the funds available for front line service delivery by having a modern shared support service that minimises the bureaucracy for staff and customers.
- The Council will have fewer but more multi-skilled staff and staff will increasingly have to be supported and retrained to transfer into new roles in emerging priority areas.

The key thematic areas within the Transformation Programme are:

- Prioritisation - Sustained focus of resources on our Council Plan Priorities outcomes.
- Digital - Transform our customer experience and improve our digital offer.
- Modernisation - Modernise how we deliver some services to meet our outcomes.
- Assets - Maximise use of fewer assets, working with and within communities.
- Workforce - Develop a smaller more flexibly skilled workforce for the future.
- Fees and Charges / Income Generation - Maximising our income and underpinning fairness through targeted concessions.

The Transformation Process requires that proposals are developed for a 15% reduction in the Waste Services budget over a period of three years from 2020/21. In addition, a saving of 5% has to be identified, for consideration by Elected Members, on the total Service budget for possible implementation in 2020/21.

The Roads and Infrastructure Service are taking forward a range of activities which contribute to the above thematic areas. Table 1 below highlights how these various activities will contribute to the identified thematic areas.

| Activity   | Prioritisation | Digital | Modernisation | Assets | Workforce | Fees & Charges |
|--|----------------|---------|---------------|--------|-----------|----------------|
| <ul style="list-style-type: none"> <li>• <b>Change the way that we deliver roads by bringing together all aspects of roads related activities and creating one joined up service with responsibility for managing and delivering the range of front-line services to local communities.</b></li> </ul> | ✓              | ✓       | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Reshape the Management Structure to create efficiencies, maintain focus on Council priorities and to remove barriers to effective service delivery.</li> </ul>  | ✓              | ✓       | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• <b>Change our Road Maintenance Policies and regime to reflect current national best practice and the Code of Practice for Well Managed Highways.</b></li> </ul>   | ✓              | ✓       | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Audit our current processes against national best practice and new national Code of Practice for Well Managed Highways.</li> </ul>  | ✓              |         | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Continue the roll out of mobile solutions, broadening the scope of activities to reflect the full range of activities undertaken.</li> </ul>  |                | ✓       | ✓             |        |           |                |
| <ul style="list-style-type: none"> <li>• <b>Change the way we collect our waste and help households reduce, reuse and recycle to reflect best practice and the Code of Practice – Household Recycling in Scotland</b></li> </ul>   | ✓              |         | ✓             | ✓      | ✓         | ✓              |
| <ul style="list-style-type: none"> <li>• Undertake stakeholder engagement and consultation with regards to a household kerbside collection service and related aspects.</li> </ul>   | ✓              |         | ✓             |        |           |                |
| <ul style="list-style-type: none"> <li>• Negotiate with the Joint Trade Unions on changes to working arrangements.</li> </ul>  |                |         | ✓             |        | ✓         |                |
| <ul style="list-style-type: none"> <li>• Update Refuse and Recycling Collections Policy and Procedures.</li> </ul>   | ✓              |         | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Roll out a new Household Waste Collection service regionwide.</li> </ul>  | ✓              |         | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Invest in the key infrastructure required to deliver the new Waste Vision &amp; Strategy.</li> </ul>  | ✓              |         | ✓             | ✓      | ✓         |                |
| <ul style="list-style-type: none"> <li>• Develop the commercial waste collection service across the region to re-establish a larger customer base and offset waste collection costs.</li> </ul>  |                |         |               |        |           | ✓              |

Table 1 – Transformation Activity Highlighting Contribution to Thematic Areas

**Change the way that we deliver roads by bringing together all aspects of roads related activities and creating one joined up service with responsibility for managing and delivering the range of front-line services to local communities**

The various strategic, tactical and operational elements of the Roads Service have recently been brought together and there is a need to have an integrated structure and transform the service to focus on the Council's priorities and meet the aspirations of the Council's Transformation programme.

This integration of functions provides an opportunity to introduce cultural as well as structural change and ensure the service is aligned to both the Communities Model and the key transformation themes. A diagram highlighting the key behaviours required to successfully deliver a fully integrated service is provided at Figure 6.

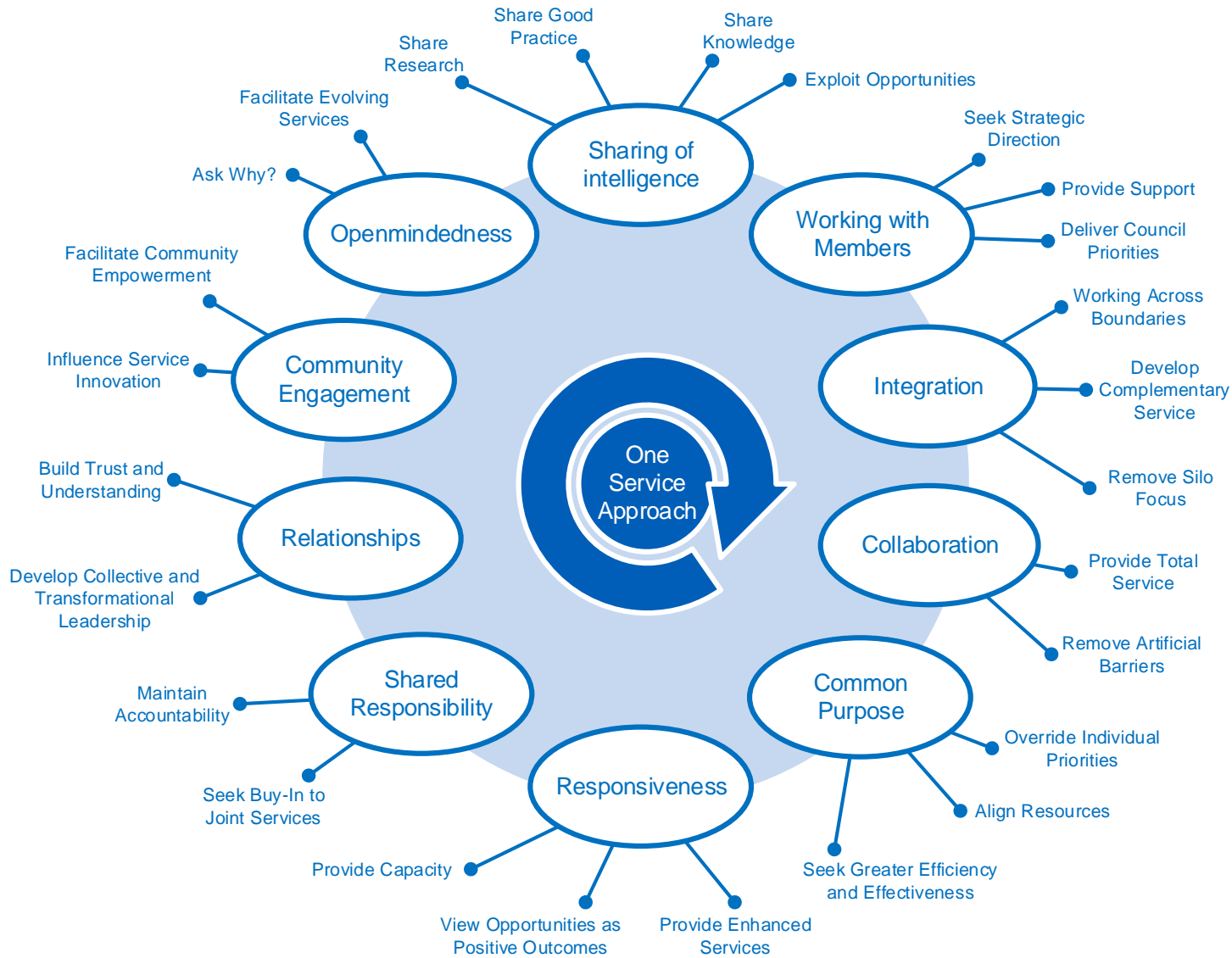


Figure 6 – Service Integration Key Behaviours

## **Change our Road Maintenance Policies and regime to reflect current national best practice and the Code of Practice for Well Managed Highways**

The Roads Service's current policies with regards to Road Maintenance activities require to be refreshed to be aligned with current Codes of Practice. Currently policies are largely aligned with an earlier iteration of the Code of Practice.

A new risk-based approach to the creation of policies and practices specific to road maintenance will allow the service to find the right balance between available resources and the existing / developing maintenance backlog.

The introduction of a new Maintenance Hierarchy provides the driver for a new Inspection Regime which will create efficiencies in terms of frequency of inspections for some routes whilst prioritising those parts of the road network which have been identified as being the most important.

Efficiencies in the Routine Inspection framework will allow the Service to maintain a better balance between these scheduled activities and more reactive, customer focussed reports of defects, as well as allowing the service generally to intelligently utilise staff resource to address areas of pressure as they appear.

Key to the successful implementation of these new policies is the continued use of technology, specifically Total Mobile to manage the maintenance process from inspection to ordering of works to completion of repairs on site.

Additionally, integration of this functionality with Customer Reporting mechanisms is an important consideration and this will continue to be improved over the period of this Service Plan, as will Total Mobile as the preferred road maintenance management solution.

By moving towards adoption of national best practice and the new Code of Practice comes an opportunity to review our current processes to ensure we can continue to provide a service which targets the most important sections of our Road Network with the finite resources we have available to us.

## **Change the way we collect our waste and help households reduce, reuse and recycle to reflect best practice and the Code of Practice – Household Recycling in Scotland**

There is agreement with regards to the need to develop a new strategy for the Waste Service building upon the opportunities gained by the termination of the Waste PFI Contract in 2018 and the public desire to facilitate reduce, reuse and recycle opportunities.

The Charter for Household Recycling in Scotland was signed by the Council Leader and the Chief Executive in July 2016. This establishes the Council's commitment to "provide services that deliver local and national benefits, encouraging high-levels of citizen participation in waste prevention, recycling and reuse". In signing the Charter, the Council is committed to improving household waste and recycling services and

implementing the Code of Practice for Household Recycling in Scotland. Proposals have been developed, consulted on and agreed by Elected Members which will facilitate compliance with the Code of Practice.

Key Elements of these proposals include changes to waste collection and waste disposal in order to provide a consistent service across the region which is commensurate with the Code of Practice and also highlights the need for investment in key infrastructure in order to deliver the proposals, including investment in the Dumfries Zero Waste Park as well as continued use of the Ecodeco Mechanical Biological Treatment facility.

During the period of this Service Plan, the Service will:

- Share information with Stakeholders with regards to the household kerbside collection and disposal service.
- Consult with Stakeholders on Household Waste Recycling Centre (HWRC) hours and recycling points.
- Undertake negotiations with the Joint Trade Unions on changes to working arrangements.
- Update refuse and recycling collections policy and procedures.
- Roll out a new household waste collection service regionwide.
- Invest in the key infrastructure required to deliver the new waste proposals.
- Support local businesses in offering an efficient commercial waste collection and disposal service.



## 5. Communicating and involving

We are committed to excellence in communication and two-way communication with staff, Elected Members, customers, public and our partners. The Service has adopted the Communities Communication Strategy which complies with good practice guidelines which outlines the quality standards that we strive to deliver to our employees and our customers. Our Communication Strategy focuses on how we communicate key messages externally and internally.

We have direct relationships with our customers, residents, communities, suppliers and partner organisations and the methods we use follows our Council's good practice guidance and depends on the urgency and content of the communication. Our methods of communication are set out in Table 2.

| Service Users   | Staff  | Elected Members  |
|---|--|--|
| <ul style="list-style-type: none"> <li>•Emails.</li> <li>•Direct letters.</li> <li>•Phone calls.</li> <li>•Responses to Complaints.</li> <li>•MP/MSP Enquiry Service.</li> <li>•Community Council Enquiry Service (CCES).</li> <li>•Press releases.</li> <li>•Leaflets and posters.</li> <li>•Web pages.</li> <li>•Social media postings.</li> <li>•Committee meetings.</li> <li>•Public meetings.</li> <li>•Responses to FOIs.</li> <li>•Responses to compliments and complaints.</li> </ul> | <ul style="list-style-type: none"> <li>•Cascading relevant information from Corporate Management Team meetings.</li> <li>•Cascading relevant information from Service Management Team meetings.</li> <li>•Circulation of monthly Service What Went Well and Challenges briefing.</li> <li>•Communities Directorate Committee Briefings.</li> <li>•Communities Directorate Staff Newsletter.</li> <li>•Cascading relevant Health &amp; Safety Information.</li> <li>•Regular Team Meetings.</li> <li>•One to One Meetings.</li> <li>•Establishment of Staff Communications Team.</li> </ul> | <ul style="list-style-type: none"> <li>•Officers from across the Service regularly provide information to the Leader, Depute Leader, Political Groups, Chairs, Vice Chairs and individual Elected Members on a range of matters.</li> <li>•We have frequent communications and enquiries about our service areas through the Elected Member Enquiry Service (EMES).</li> <li>•Monthly Ward Updates – we provide Ward Members with a brief note of Ward specific information ten times a year.</li> </ul> |

Table 2 – Methods of Communication

Our staff work from a wide range of bases throughout the region and some of our staff are not connected electronically. Therefore, it is important that managers and supervisors are visible and active in overcoming this challenge to be able to maintain communication with all our employees.

To assist two-way communication, the Service has adopted the model of the Staff Communications Team which includes representatives from each of the Services and meets to discuss and make decisions on issues within the Service. Meetings take place

monthly, chaired by the Head of Roads and Infrastructure and the agenda is determined by the staff members.

The Communities Directorate Management Team meet regularly with representatives from the Joint Trade Unions to discuss staff related matters on a timescale to match the Communities Committee meeting schedule.

Engagement with Elected Members shall include briefings and seminars held to inform of any developments on specific topics and raise awareness of any specific issues and receive their feedback. In addition, it shall be necessary to provide ongoing training for Members of the Harbours Sub Committee in matters relating to compliance with the Maritime and Coastguard Agency's Port Marine Safety Code. The Waste Strategy Implementation Sub Committee shall be offered the opportunity to tour the Council's waste management facilities to better understand the services being delivered.

Roads and Infrastructure Services planned customer engagement during the lifetime of this Plan includes:

- Satisfaction surveys in relation to service delivery.
- Community Conversation events concerning the new Household Waste Collection Service.
- Community Conversation events concerning the Roads Service.
- Participation in Harbour User Groups.
- Participation in Ward Events.

We will play our part in campaigning and lobbying regarding decisions and policies that affect our region in line with the Council's Lobbying and Advocacy Policy. Areas within Roads and Infrastructure Services responsibility which the Council has prioritised for lobbying include:

- 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 and Ken-Dee river catchments.
- Lobby for investment in key local transport infrastructure for Dumfries and Galloway and the link between Dumfries and the M74.

In lobbying there is a need to push for the consideration of the wider benefits in providing appropriate infrastructure in rural Scotland to address rurality effects like geographic scale, deficiencies in transport infrastructure, low populations, migration of young people, weak economic growth, low wage economies and to recognise the challenges of service delivery in rural areas, such as waste collection and disposal, compared with non rural local authorities. There is also a need to lobby for a balance in the nation's investment in new infrastructure with the need to ensure adequate funding of existing infrastructure and the need to ensure that an equitable share of infrastructure investment is realised in rural areas. We need to continue to be active in providing input to the development of Transport Scotland's South West Scotland Transport Study Case for Change Study and the subsequent Strategic Transport Projects Review 2 to ensure that the Council's priorities in transportation infrastructure improvements and transport service developments are reflected in the options to be developed.

In the development of Strategic Projects, the Service shall use the Council's Framework for Planning and Delivering Effective Consultation with Communities.

## 6. Working in Partnership

The Service works with a range of Council Services, Local and National Partners across all areas of our business. We work with every Council Service to deliver our services and with national partners in relation to policy and funding.

The Timber Transport Group for Dumfries and Galloway, part of the national Timber Transport Forum, is an important partnership for our region. It aids and facilitates the sustainable transportation of timber from forest to market across our road network.

We also work closely with Zero Waste Scotland to develop waste management services to meet the needs of the Scottish Government's Zero Waste Plan and the Waste (Scotland) Regulations 2012.

The Roads and Infrastructure Service works with the South West of Scotland Transport Partnership (SWestrans) towards achieving the Regional Transport Strategy's objectives through its Delivery Plan.

Our Service works with the Resilience function of Safe and Healthy Communities, the Scottish Fire and Rescue Service and others to develop and enhance Community Resilience, particularly in the context of flooding and extreme weather events.

Individual Roads and Infrastructure staff have key roles in the Dumfries and Galloway Major Emergency Scheme and Local Resilience Partnership in preparation, response and recovery. We also play a key role in the Dumfries and Galloway Road Safety Partnership to improve safety on the region's roads.

Working in partnership with SEPA, Scottish Water, Scottish Forestry, Scottish Borders Council and East Ayrshire Council we are leading in the delivery of the Local Flood Risk Management Plan 2016 - 2022 for the Solway Local Plan District as required by the Flood Risk Management (Scotland) Act 2009.

The Service works with Sustrans to deliver active travel infrastructure in partnership with the local community with the objective of modal shift.

We appreciate that we cannot achieve our service objectives on our own and without effective working relationships with our national and local partners across the private, public and third sectors. We will continue to devote energy and resources to these arrangements to maximise their contribution.

Our key Strategic Partners include:

- National:
  - Scottish Government.
  - COSLA.
  - Improvement Service.
  - South of Scotland Economic Partnership.
  - Sustrans.
  - Zero Waste Scotland.
  - Timber Transport Forum.

- Scottish Forestry.
- Forest and Land Scotland.
- South Ayrshire, East Ayrshire and Scottish Borders Councils.
- Cumbria County Council.
- Society of Chief Officers of Transportation Scotland (SCOTS).
- Association for Public Sector Excellence (APSE).
- Scottish Environment Protection Agency (SEPA).
- Scottish Water.
- Transport Scotland.
- Police Scotland.
- Scottish Fire and Rescue Service.
- Maritime and Coastguard Agency.
- West of Scotland Regional Resilience Partnership.
- Scottish Council for Development and Industry (SCDI).
- Paths for All.
- Living Streets.
- Waste Managers Officer Network.
- Local:
  - South West of Scotland Transport Partnership (SWestrans).
  - Dumfries and Galloway Local Resilience Partnership.
  - Dumfries and Galloway Timber Transport Group.
  - Scottish Environment Protection Agency (SEPA).
  - Scottish Water.
  - SGN.
  - BT Openreach.
  - Scottish Power Energy Networks.
  - Drax Power (Galloway Hydro Scheme).
  - Police Scotland.
  - Scottish Fire and Rescue Service.
  - Scottish Ambulance Service.
  - Maritime and Coastguard Agency.
  - Stranraer Furniture Project.
  - Dumfries and Galloway Road Safety Partnership.
  - Dumfries and Galloway Physical Activity Alliance.
  - Solway Firth Partnership.
  - Dumfries Recycling Initiative.
  - Friends of the Earth.
  - Local Housing Partnerships.

## 7. Risks and impact assessment

### **Risks**

The Service Plan Risks for the Roads and Infrastructure Service are managed by the Service Management Team. In this service planning period, we recognise 7 key risks that will be actively managed and monitored as part of our ongoing service planning arrangements.

The Service Risks are:

- Failure to meet service needs or statutory duties.
- Failure to deliver agreed capital programmes, including economic development capital programme and infrastructure asset class.
- Failure to balance the revenue and capital budgets.
- Failure to develop and maintain the Corporate Address Gazetteer and National Street Gazetteer for input to the One Scotland Gazetteer.

Further Transformation Related risks are:

- Failure to integrate the Roads Service.
- Failure to implement a roads maintenance process review.
- Failure to implement the waste proposals and operational development programme.

The risks together with the actions to manage them will be reported to Committee alongside our performance information on a six-monthly basis. Managers will have oversight of these risks at management team meetings. The Risk Register is attached within the performance information in Appendix 1.

### **Impact Assessment**

An Impact Assessment of this Business Plan has shown the following 7 impact areas will be positively impacted:

- Disability
- Sex (Gender)
- Pregnancy and Maternity
- Human Rights
- Health & Wellbeing & Health Inequalities
- Economic and Social Sustainability
- Environmental Sustainability, Climate Change and Energy Management

6 neutral impacts on the following:

- Age
- Gender re-assignment (Transgender identity)
- Marriage and Civil Partnership
- Race
- Religion or belief
- Sexual Orientation

0 negative impacts have been identified.

Business Continuity is well developed with our Service Business Continuity Plan which is updated and reviewed as required.

It is a legal requirement to plan, organise, control, monitor and review our preventative and protective measures in relation to Health and Safety. The Roads and Infrastructure Health and Safety Management Arrangements Plan will detail responsibilities for Health and Safety thorough out the Service for all staff, and performance will be reported on a 6 monthly basis. The Service will work with Corporate Health and Safety Service to ensure all our services are as safe as possible.

On the 27 June 2019 the Council declared a Climate Emergency and agreed a 12 point plan to be overseen by a Climate Emergency Cross Party Working Group. This Service's contribution to reducing adverse climate impacts will require the minimisation of electricity use, eg the programme to convert street lighting systems to LED, the exploration of opportunities to create green energy, eg the use of solar panels on landfill sites and the increase of reduce, re-use and recycle opportunities through our waste management processes.

## 8. Monitoring and reporting on performance

### **Business Plan Performance Indicators and Projects**

Roads and Infrastructure reports on performance using a set of agreed performance indicators and projects which are contained in **Appendix 1** and summarised in the Figures in this section. We report on our performance as shown in Table 1.

| Scrutiny Body  | Frequency   |
|--|-------------|
| Service Management Teams                                   | Monthly     |
| Head of Service/CPEU Manager 1-1 meeting with the Director | Monthly     |
| Corporate Management Team                                  | Quarterly   |
| Communities Committee                                      | Bi-annually |
| Area Committees  | Bi-annually |

Table 1: Reporting Business Plan Performance

In line with the Best Value Audit Improvement Plan, our Area reporting has been reviewed and enhanced from previous Business Plans and we also attend Area Committees with volunteers and partners as appropriate to illustrate the projects and activities in local communities.

### **Additional reporting routes**

The Communities Committee is the reporting Committee for Roads and Infrastructure and its role includes approval of Service Plans, reporting on performance against those Service Plans, budget and financial monitoring and oversight of all the functions within the Service. In addition, the Service is also accountable to the Harbours Sub Committee and the Waste Strategy Implementation Sub Committee.

The Harbours Sub Committee fulfils the Council's role as Duty Holder on behalf of Dumfries and Galloway Council in accordance with the Port Marine Safety Code for the five harbours for which it is responsible for, namely Kirkcudbright, Stranraer, Port William, Isle of Whithorn and Garlieston.

The Waste Strategy Implementation Sub Committee monitors and oversees the implementation of the new waste strategy and makes recommendations to Communities Committee to improve arrangements and service performance.

The strategic projects and performance indicators that are tracked for the Service are indicated in Figures 7 and 8.

The integration processes for the Roads Service and the Waste Service necessitates a review of the current health and safety management arrangements between the component services and the development of a new Roads and Infrastructure Health and Safety Management Plan.

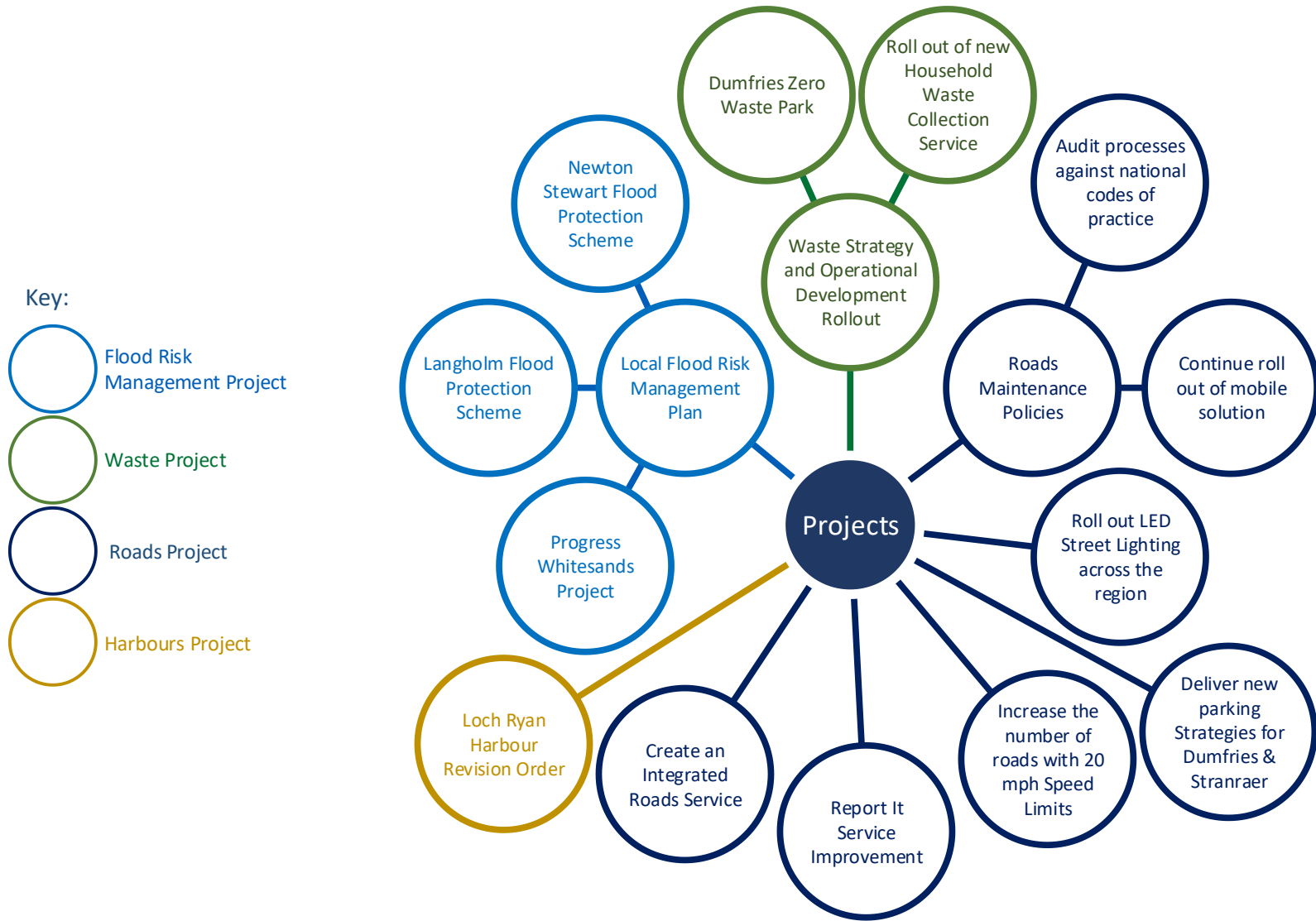


Figure 7 - Roads and Infrastructure Strategic Projects





Figure 8 - Roads and Infrastructure Performance Indicators - Waste



Figure 9 - Roads and Infrastructure Performance Indicators - Roads

### **Performance Management System**

Pentana, an online performance management system, is used to record and report performance for projects and performance indicators. We use benchmarking as a tool to help us improve the services we deliver and understand how we compare to other Local Authorities, both rural and non-rural. This is more than simply comparing data; it is also about understanding why there are differences in performance, cost and quality by looking not only at the way we are organised to deliver and manage, but also at the processes and policies we have adopted. We participate in several benchmarking groups including:

- the Local Government Benchmarking Framework.
- SCOTS (Society of Chief Officers of Transportation in Scotland).
- APSE (Association for Public Sector Excellence).

### **Audit, Risk and Scrutiny Committee**

Scrutiny Review(s) aspects of the Service; these may be undertaken and would be supported; with the Findings and Recommendations reported through the Audit, Risk and Scrutiny Committee, this Committee and Full Council as required.

**Benchmarking**

Benchmarking information is embedded in our performance information in Appendix 1 and will also form part of our performance reporting. This will allow us to understand our own performance over time as well as how we compare to others. This information can then be used to help us understand how we perform in the services we deliver, the areas where there is scope for us to do better and if there are any areas where, compared to others, we are over-achieving. This helps us to set realistic targets, prioritise the services that we deliver and where we target our resources.

## Appendix - 1 Performance Information

## Roads and Infrastructure Service Plan

As at 1 April 2019



## BUILD THE LOCAL ECONOMY

## Invest in our key infrastructure

Develop new parking strategies for Dumfries and Stranraer to improve access to town centres and continue to oppose the introduction of car parking charges.


| Improvement Projects   | Start Date  | Due Date    | Current Position | Status |
|--|-------------|-------------|------------------|--------|
| Develop new parking strategies for Dumfries and Stranraer to improve access to town centres and continue to oppose the introduction of car parking charges <b>AREA</b> | 01-Jun-2020 | 01-Jun-2021 | 0%               |        |

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.

| Key Performance Indicators                                   | 2019/20 |           |        |             | 2018/19 |           |        |             | 2017/18 |        |        |             | Benchmark Source |
|--|---------|-----------|--------|-------------|---------|-----------|--------|-------------|---------|--------|--------|-------------|------------------|
|  | Value   | Target    | Status | Short Trend | Value   | Target    | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Length of Local Network subject to 20 mph speed restrictions |         | Data Only |        |             | km96.1  | Data Only |        |             |         |        |        |             |                  |

| Improvement Projects  | Start Date  | Due Date    | Current Position | Status |
|---|-------------|-------------|------------------|--------|
| 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 | 01-Apr-2018 | 31-Mar-2023 | 20%              |        |

Continue the leading programme for the roll-out of LED street lighting across the region.

| Improvement Projects  | Start Date  | Due Date    | Current Position | Status  |
|---|-------------|-------------|------------------|---|
| Roll- out of LED street lighting across the region<br><b>(AREA)</b> | 01-Apr-2013 | 31-Mar-2023 | 95%              |  |

Lobby the Scottish Government to extend 80% funding to include smaller flood prevention schemes/studies to enable the Council to commission studies in the Cree, Annan Valley and Ken-Dee river catchments.

Continue to Lobby the Scottish Government to extend 80% funding to include smaller flood prevention schemes/studies to enable the Council to commission studies in the Cree, Annan Valley and Ken-Dee river catchments.

Roll out a household kerbside recycling scheme across the region.

| Key Performance Indicators  | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Percentage of households receiving a kerbside recycling service for dry recyclates <b>(NEW) AREA</b>  |         |        |        |             |         |        |        |             |                  |
| Percentage of households receiving a kerbside recycling service for food waste <b>(NEW) AREA</b>  |         |        |        |             |         |        |        |             |                  |
| Tonnes of household dry recyclate collected from the kerbside <b>(NEW)</b>  |         |        |        |             |         |        |        |             |                  |
| Tonnes of household food waste collected from the kerbside <b>(NEW)</b>   |         |        |        |             |         |        |        |             |                  |
| Tonnes of household recycling collected at Recycling Points (e.g. glass/textiles) <b>(NEW)</b>  |         |        |        |             |         |        |        |             |                  |
| Tonnes of household waste collected from the kerbside (inc. dry recyclate, food waste, general waste, bulky waste and white goods waste) <b>(NEW)</b> |         |        |        |             |         |        |        |             |                  |




| Improvement Projects   | Start Date  | Due Date    | Current Position | Status |
|--|-------------|-------------|------------------|--------|
| Household Waste Collection and Operational Development Roll Out <b>(NEW)</b> | 13-Jun-2019 | 31-Jul-2022 | 25%              |        |
| Dumfries Zero Waste Park <b>(NEW)</b> AREA                                   | 13-Jun-2019 | 31-Jul-2022 | 5%               |        |

Implement the projects within the Flood Risk Management plan including developing flood prevention 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.

| Improvement Projects                        | Start Date  | Due Date    | Current Position | Status |
|---|-------------|-------------|------------------|--------|
| Whitesands Project <b>(NEW)</b> AREA        | 01-Jun-2016 | 31-Mar2023  | 10%              |        |
| Local Flood Risk Management Plan            | 01-Jun-2016 | 31-Mar-2023 | 37%              |        |
| Langholm Flood Protection Scheme AREA       | 29-Aug-2018 | 31-Mar-2023 | 28%              |        |
| Newton Stewart Flood Protection Scheme AREA | 30-Jun-2016 | 31-Mar-2023 | 28%              |        |

Increase investment in our roads infrastructure, including 'pothole' squads

| Key Performance Indicators  | 2019/20 |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Percentage of A class roads that should be considered for maintenance treatment |         | 36.5%  |        |             | 33.48%  | 36.35% |        |             | 34.93%  | 36.35% |        |             |                  |
| Percentage of B class roads that should be considered for maintenance treatment |         | 35.93% |        |             | 36.26%  | 35.93% |        |             | 35.98%  | 35.93% |        |             |                  |

| Key Performance Indicators   | 2019/20 |   |        |             | 2018/19   |        |   |             | 2017/18   |        |   |             | Benchmark Source |
|--|---------|---|--------|-------------|-----------|--------|---|-------------|-----------|--------|---|-------------|------------------|
|  | Value   | Target  | Status | Short Trend | Value     | Target | Status  | Short Trend | Value     | Target | Status  | Short Trend |                  |
| Percentage of C class roads that should be considered for maintenance treatment        |         | 46.56 %   |        |             | 46.75%    | 46.56% | ✓   | ↓           | 46.31%    | 46.56% | ✓   | ↓           |                  |
| Percentage of unclassified roads that should be considered for maintenance treatment   |         | 63.79 %   |        |             | 57.32%    | 63.79% | ✓   | ↓           | 56.24%    | 63.79% | ✓   | ↑           |                  |
| Overall percentage of road network that should be considered for maintenance treatment |         | 50.4%   |        |             | 47.8%     | 50.4%  | ✓   | ↓           | 47.32%    | 50.35% | ✓   | ↓           | RCI              |
| Cost of Maintenance per Kilometre of Roads   |         |  |        |             | £3,791.00 |        |  | ↑           | £4,676.00 |        |  | ↓           | Scottish LGBF    |

We continue to provide operational staff to deliver reactive carriageway repairs.

## Key Functions - Performance Scorecard

### People / Learning and Growth Indicators

The people/learning and growth information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

| Key Performance Indicators  | 2019/20 |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| The average number of days lost per all other (non-teacher) local government employees through sickness absence |         |        |        |             |         |        |        |             |         |        |        |             |                  |










| Key Performance Indicators  | 2019/20 |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Percentage of days lost per employee through sickness absence as a percentage of total possible attendances |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of staff who have completed an annual performance development review                             |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Level of positive engagement recorded in employee survey  |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of Council staff who know how their job contributes to Council Priorities                        |         |        |        |             |         |        |        |             |         |        |        |             |                  |

#### Process Indicators

The following process indicators targets are currently being developed in conjunction with the Waste Strategy Implementation Sub Committee.

| Key Performance Indicators   | 2019<br>(calendar year) |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|--|-------------------------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|  | Value                   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Total tonnes recycled from Household Waste Recycling Centres (and % of Household Waste recycling) <b>(NEW)</b> |                         |        |        |             |         |        |        |             |         |        |        |             |                  |
| <b>Household Waste</b>   |                         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Total tonnes of Household Waste Managed <b>(NEW)</b>   |                         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of Household Waste – Reused (and tonnage) <b>(NEW)</b>  |                         |        |        |             |         |        |        |             |         |        |        |             |                  |



| Key Performance Indicators  | 2019<br>(calendar year) |        |        |                | 2018/19 |        |   |   | 2017/18 |        |   |                | Benchmark<br>Source |
|---|-------------------------|--------|--------|----------------|---------|--------|---|---|---------|--------|---|----------------|---------------------|
|   | Value                   | Target | Status | Short<br>Trend | Value   | Target | Status  | Short<br>Trend  | Value   | Target | Status  | Short<br>Trend |                     |
| Percentage of Household Waste – Recycled (and tonnage) <b>(NEW)</b>   |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of Household Waste - Other Recovery (and tonnage) e.g. Energy from waste, low quality compost, evaporation and respiration at EcoDeco.                   |                         |        |        |                | 28.73 % | 21%    |  |  | 22%     | 21%    |  |                | SEPA                |
| Percentage of Household Waste – Landfilled (and tonnage)  |                         |        |        |                | 44.94 % | 20%    |  |  | 51.23%  | 20%    |  |                | SEPA                |
| <b>Municipal Waste</b>  |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of municipal waste diverted from landfill  |                         |        |        |                | 54.75 % | 80%    |  |  | 54.17%  | 80%    |  |                | SEPA                |
| Total tonnes of Municipal Solid Waste (Household, Commercial & Industrial) <b>(NEW)</b>   |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of Municipal Solid Waste – Reused (and tonnage) <b>(NEW)</b>   |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of Municipal Solid Waste – Recycled (and tonnage) <b>(NEW)</b>   |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of Municipal Solid Waste – Other Recovery (and tonnage) e.g. Energy from waste, low quality compost, evaporation and respiration at EcoDeco <b>(NEW)</b> |                         |        |        |                |         |        |   |   |         |        |   |                |                     |
| Percentage of Municipal Solid Waste – Landfilled (and tonnage) <b>(NEW)</b>   |                         |        |        |                |         |        |   |   |         |        |   |                |                     |

| Improvement Projects             | Start Date   | Due Date      | Current Position | Status  |
|----------------------------------|--------------|---------------|------------------|---|
| Loch Ryan Harbour Revision Order | 1 April 2012 | 31 March 2022 | 80%              |  |

This process information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services

| Key Performance Indicators  | 2019/20 |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Percentage of Elected Member enquiries dealt with through the Enquiry Service within the agreed timescales  |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of Community Councils enquiries dealt with through the Enquiry Service within agreed timescales  |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescales <b>(NEW)</b> |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of Stage 2 complaint responses issued within statutory timescales                                |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage of FOI requests received that have been responded to within 20 working days of receipt           |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Percentage or requests for personal information completed within 30 days - Roads and Infrastructure         |         |        |        |             |         |        |        |             |         |        |        |             |                  |

## Customer Indicators

| Key Performance Indicators  | 2019/20      |        |        |             | 2018/19           |        |        |             | 2017/18 |        |        |             | Benchmark Source               |
|---|--------------|--------|--------|-------------|-------------------|--------|--------|-------------|---------|--------|--------|-------------|--------------------------------|
|   | Value        | Target | Status | Short Trend | Value             | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                                |
| Percentage of adults satisfied with refuse collection                     | Due Jan 2021 |        |        |             | Due to Jan 2020   | 92%    |        |             | 85%     | 96.5%  |        |             |                                |
| Customer satisfaction with respect to the condition of road surfaces      | Due Feb 2020 | 30%    |        |             | Bi-annual survey  |        |        |             | 25%     | 30%    |        |             | NHT Public Satisfaction Survey |
| Customer satisfaction with respect to the condition of cycle routes/lanes | Due Feb 2020 | 65%    |        |             | Bi- annual survey |        |        |             | 56%     | 65%    |        |             | NHT Public Satisfaction Survey |

| Improvement Projects   | Start Date | Due Date      | Current Position | Status |
|--|------------|---------------|------------------|--------|
| Report It Service Improvement – Roads and Pavement Defect – Phase 1 <b>(NEW)</b> | 1-Jun-19   | 31 March 2020 | 6%               |        |

## Finance / Asset Indicators




| Key Performance Indicators               | 2019/20      |        |        |             | 2018/19      |         |        |             | 2017/18 |         |        |             | Benchmark Source |
|--|--------------|--------|--------|-------------|--------------|---------|--------|-------------|---------|---------|--------|-------------|------------------|
|  | Value        | Target | Status | Short Trend | Value        | Target  | Status | Short Trend | Value   | Target  | Status | Short Trend |                  |
| Net cost of waste collection per premise | Due Jan 2021 |        |        |             | Due Jan 2020 | £75.00  |        |             | £72.95  | £75.00  |        |             | Scottish LGBF    |
| Net cost of waste disposal per premise   | Due Jan 2021 |        |        |             | Due Jan 2020 | £160.00 |        |             |         | £160.00 |        |             | Scottish LGBF    |

This finance information below was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services

| Key Performance Indicators   | 2019/20 |        |        |             | 2018/19 |        |        |             | 2017/18 |        |        |             | Benchmark Source |
|--|---------|--------|--------|-------------|---------|--------|--------|-------------|---------|--------|--------|-------------|------------------|
|  | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend | Value   | Target | Status | Short Trend |                  |
| Revenue Budget Outturn - Projected Outturn as a % of Budget              |         |        |        |             |         |        |        |             |         |        |        |             |                  |
| Capital Spending - Projected Capital spend as a % of Agreed Capital Plan |         |        |        |             |         |        |        |             |         |        |        |             |                  |

## Transformation Activities

### Prioritisation

| Improvement Projects   | Start Date   | Due Date    | Current Position | Status  |
|--|--------------|-------------|------------------|---|
| Change the way we deliver roads – Transform the Roads Service Structure to provide an integrated service   | 01-Oct -2019 | 31-Jun-2020 | 0%               |    |
| Road maintenance policies – Audit our current processes against National and best practice and National Code of Practice for Well Managed Highways | 01-Oct-2019  | 31-Jun-2020 | 0%               |  |
| Road maintenance policies – Continue to roll out mobile solution, broadening the scope to reflect the full range of activities undertaken.         | 01-Oct-2019  | 31-Jun-2021 | 0%               |  |

## Health and Safety

Health and Safety information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

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

| Key Performance Indicators   | 2019/20 |        |        |             | Benchmark Source |
|--|---------|--------|--------|-------------|------------------|
|  | Value   | Target | Status | Short Trend |                  |
| Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review. |         |        |        |             |                  |

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

| Key Performance Indicators  | 2019/20 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend |                  |
| Health & Safety priorities from Head of Service (risk based) have been provided to H&S.     |         |        |        |             |                  |
| Head of Service has trained Health & Safety Duty Holders appointed and recorded in register |         |        |        |             |                  |
| Planned occupational health needs verified and submitted to OD&HR.                          |         |        |        |             |                  |
| H&S risks and resource considered within business cases/Project Briefs                      |         |        |        |             |                  |

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

| Key Performance Indicators  | 2019/20 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend |                  |
| Competence requirements for Service Manager posts reviewed in terms of managing their service safely          |         |        |        |             |                  |
| Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre |         |        |        |             |                  |

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

| Key Performance Indicators  | 2019/20 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend |                  |
| SHSD1 Consultation arrangements for H&S Implemented               |         |        |        |             |                  |
| SHSD2 Communication arrangements for H&S Implemented              |         |        |        |             |                  |
| Number of Service wide Management meetings where H&S is discussed |         |        |        |             |                  |
| Number of H&S Briefing Notes provided to managers                 |         |        |        |             |                  |
| Number of H&S Newsletters issued to staff                         |         |        |        |             |                  |

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

| Key Performance Indicators  | 2019/20 |        |        |             | Benchmark Source |
|---|---------|--------|--------|-------------|------------------|
|   | Value   | Target | Status | Short Trend |                  |
| Implementation of service H&S risk priorities   |         |        |        |             |                  |
| Percentage of Service action plans developed within 6 weeks to meet Health & Safety Audit recommendations |         |        |        |             |                  |
| Percentage of Health & Safety Audit Service action plans completed or on target as planned and agreed     |         |        |        |             |                  |

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

| Key Performance Indicators   | 2019/20 |        |        |             | Benchmark Source |
|--|---------|--------|--------|-------------|------------------|
|  | Value   | Target | Status | Short Trend |                  |
| H&S Support offered and performance reviewed with Service Management |         |        |        |             |                  |

| Key Performance Indicators   | 2019/20 |        |        |             | Benchmark Source |
|--|---------|--------|--------|-------------|------------------|
|  | Value   | Target | Status | Short Trend |                  |
| Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service              |         |        |        |             |                  |
| Number of planning/review meetings held between Head of Service and H&S Partner  |         |        |        |             |                  |
| Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee |         |        |        |             |                  |
| Carry out statistical analysis of work-related incidents and ill health and take appropriate actions                       |         |        |        |             |                  |
| Number of RIDDOR and Incidents and Timescales for Reporting & Investigation  |         |        |        |             |                  |

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

| Key Performance Indicators                                       | 2019/20 |        |        |             | Benchmark Source |
|--|---------|--------|--------|-------------|------------------|
|  | Value   | Target | Status | Short Trend |                  |
| Percentage of planned Service Health & Safety audits carried out |         |        |        |             |                  |

**Risk Register**

| Risk  | Risk Factors  | Mitigation / Contingency   | Original Risk                   | Current Risk                    | Target Risk                     | Latest position  |
|---|---|--|---------------------------------|---------------------------------|---------------------------------|--|
| Failure to balance the revenue and capital budgets  | <ol style="list-style-type: none"> <li>Under recovery of fees and charges</li> <li>Failure to control expenditure</li> </ol>  | <p><b>Mitigation</b></p> <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>   | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | Budget monitoring for 2019/20 in progress  |
| 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> <li>Non compliance with the Waste (Scotland) Regulations 2012</li> </ol> | <p><b>Mitigation</b></p> <p>Ensure our resources are targeted towards our high risk areas</p>  | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | Investment Plans being developed to limit risks                                      |
| Failure to deliver agreed capital programmes, including economic development capital programme and infrastructure asset class | <ol style="list-style-type: none"> <li>Staff capacity</li> <li>Project Management</li> <li>Flexibility in project programming</li> </ol>  | <p><b>Mitigation</b></p> <ol style="list-style-type: none"> <li>Ensuring our councils project and programme management standards are embedded as standard practice</li> <li>Quarterly monitoring of capital expenditure</li> <li>Regular reporting of progress to Communities Committee and Strategic Asset Board</li> </ol> | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | <p>Likelihood</p> <p>Impact</p> | Capital programme reported regularly to Communities Committee and monitored closely. |



| Risk  | Risk Factors  | Mitigation / Contingency  | Original Risk | Current Risk | Target Risk | Latest position  |
|---|---|---|---------------|--------------|-------------|--|
| Failure to integrate the Roads Service  | <ol style="list-style-type: none"> <li>Staff Capacity</li> <li>Recruitment / retention</li> </ol> | <ol style="list-style-type: none"> <li>Prioritisation of resources</li> <li>Scrutiny at Management Team</li> <li>Scrutiny at Communities Committee</li> </ol> |               |              |             | Integration process in progress  |
| Failure to implement a Roads Maintenance Process Review   | <ol style="list-style-type: none"> <li>Staff Capacity</li> </ol>                                  | <ol style="list-style-type: none"> <li>Prioritisation of resources</li> <li>Scrutiny at Management Team</li> <li>Scrutiny at Communities Committee</li> </ol> |               |              |             | Review process to commence   |
| Failure to implement the Waste Proposals and Operational Development Programme  | <ol style="list-style-type: none"> <li>Staff capacity</li> </ol>                                  | <ol style="list-style-type: none"> <li>Prioritisation of resources</li> <li>Scrutiny at Management Team</li> <li>Scrutiny at Waste Sub-Committee</li> </ol>   |               |              |             | Programme in progress with additional reporting to Waste Strategy Implementation Sub Committee |
| Failure to develop and maintain the Corporate Address Gazetteer and National Street Gazetteer for input to the One Scotland Gazetteer | <ol style="list-style-type: none"> <li>Staff Capacity</li> <li>Recruitment delays</li> </ol>      | <ol style="list-style-type: none"> <li>Prioritisation of resources</li> <li>Scrutiny at Management Team</li> <li>Scrutiny at Communities Committee</li> </ol> |               |              |             | Recruitment in progress to fill significant vacancies in team.                                 |

## Appendix 2 - Workforce Plan

The Roads and Infrastructure Service will ensure it delivers an efficient and effective, skilled workforce aligned to the Council's Priorities and will facilitate the Council's Workforce Strategy aims:

- Planning effectively for our future workforce needs.
- Improving employee engagement.
- Enabling our employees to succeed.
- Ensuring equality for all.

The Roads and Infrastructure Service provides, maintains and develops infrastructure assets such as roads, harbours and flood protection. The service assesses the way the local road network is used by traffic; identifies projects and manages programmes to improve traffic flow, road safety; and facilitates residents and communities to use sustainable methods of travel. The service is also responsible for planning and delivering the collection, recycling, processing and disposal of household and municipal waste to meet national and European targets and assesses the extent of contaminated land, encouraging remediation in support of economic development.

The Service has 6 main functional areas:

- Waste collection, reception, treatment, recycling and disposal.
- Roads network management and maintenance.
- Engineering design and project management.
- Flood protection and risk management.
- Harbours and marinas.
- Contaminated land.

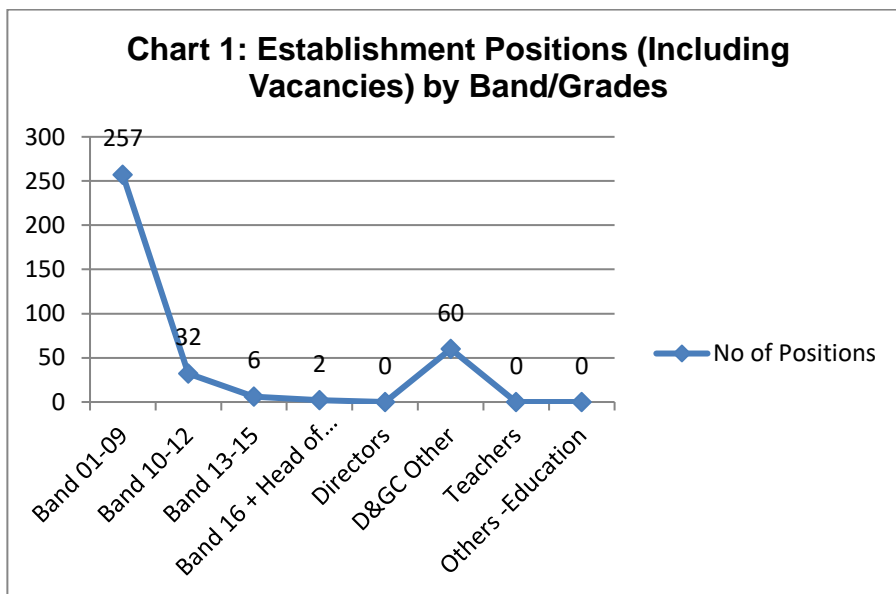
The key challenges for the Roads and Infrastructure Service in relation to the workforce include:

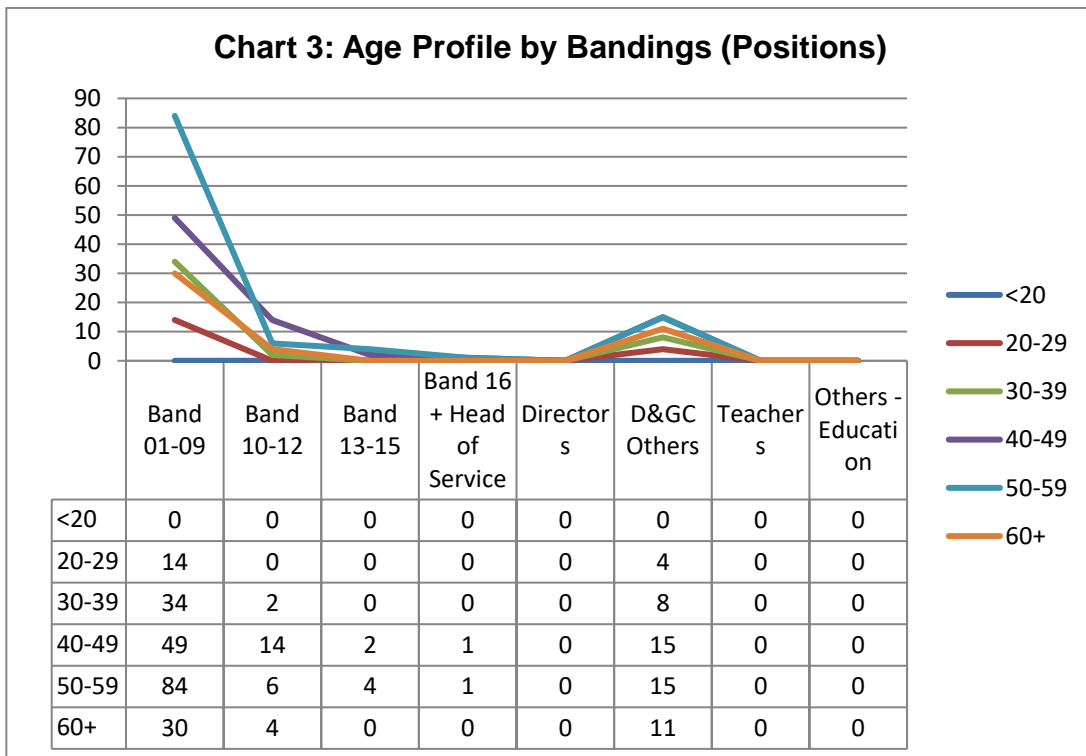
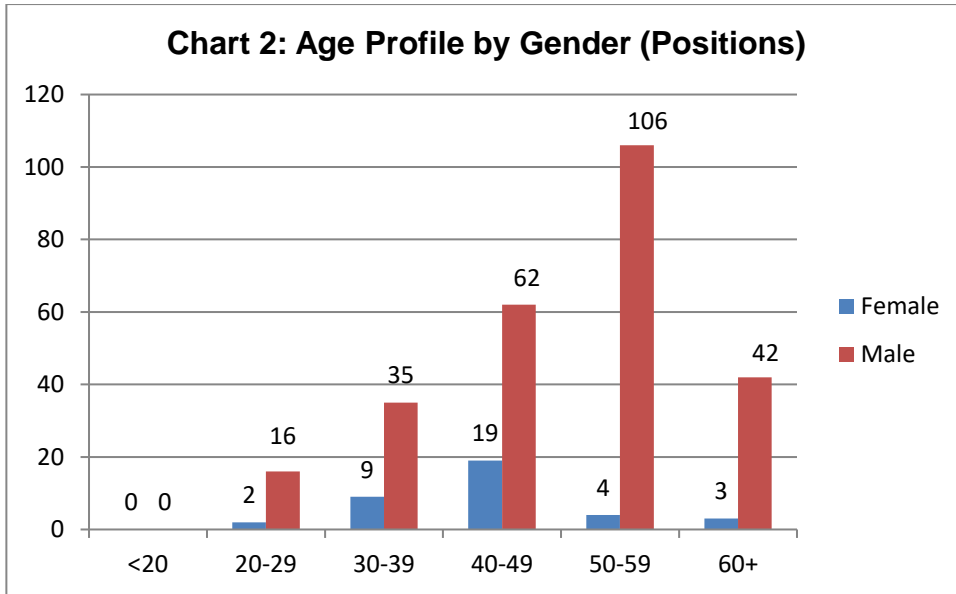
- Delivering service efficiencies and reductions while responding to increased public demand and expectations.
- Succession planning in an environment of fewer staff resources leading to the reliance on single subject matter experts.
- Reduction in staff with significant experience and knowledge of project and service history.
- Increase in workload as a result of service rationalisation.
- Management of staff morale during a period of service re-structure.
- Investment of time in partnership working to deliver better resourced services.
- Community engagement and the need to deliver projects that impact on the public realm in an environment where the need for change is not accepted.
- Attracting technical staff and competing with the central belt job market.
- The challenge of fire-fighting the day-to-day issues with the need to develop robust strategy / policy that under-pins all that we need to deliver.

To support the development of our workforce within the Roads and Infrastructure Service we will:

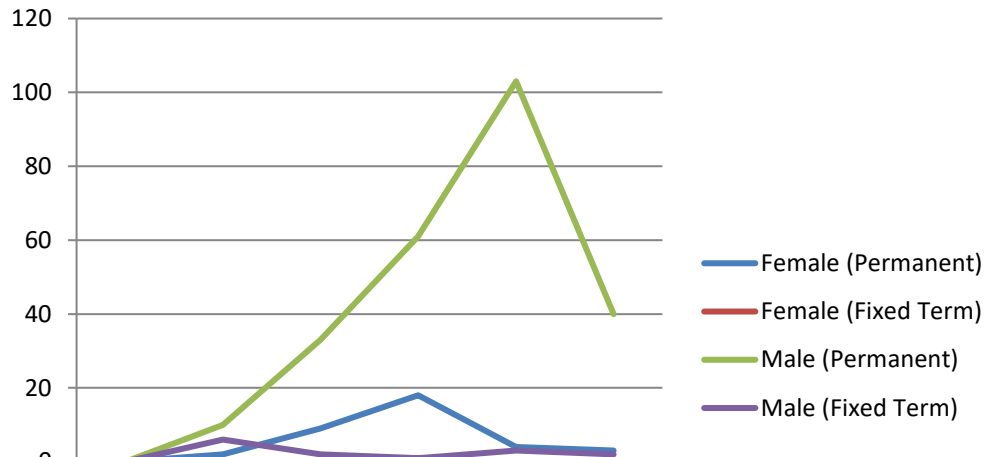
- Support the delivery of continuing professional development to ensure that professional competencies are maintained.
- Ensure that effective community engagement skills are developed.
- Ensure that effective project management skills are developed.
- Ensure that effective design and construction safety skills are developed.
- Support technical and administrative staff to develop into technical roles.
- Make staff aware of their unique selling point in relation to the services that they deliver recognising the value that they add to Council services and raising confidence and morale to deliver them.
- Deliver integrated working across Roads and Infrastructure to address peaks in resource demand and the benefits of providing wider experience for staff.
- Developing staff to be multi-functional to avoid the issue of single subject matter experts and thus points of failure.

The charts below provide an indication of the Roads and Infrastructure Service staff profile that is subject to change with the transformation and integration of the Roads Service and the Waste Service.



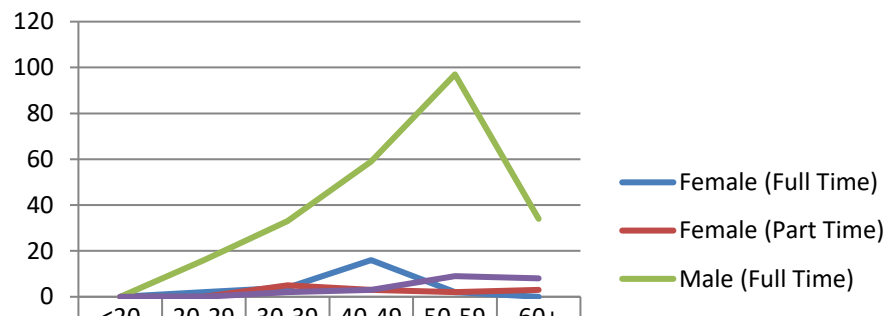


**Chart 4: Age Profile by Gender and Type (Positions)**



|                     | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60+ |
|---------------------|-----|-------|-------|-------|-------|-----|
| Female (Permanent)  | 0   | 2     | 9     | 18    | 4     | 3   |
| Female (Fixed Term) | 0   | 0     | 0     | 1     | 0     | 0   |
| Male (Permanent)    | 0   | 10    | 33    | 61    | 103   | 40  |
| Male (Fixed Term)   | 0   | 6     | 2     | 1     | 3     | 2   |

**Chart 5: Age Profile by Gender and Basis (Positions)**



|                    | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60+ |
|--------------------|-----|-------|-------|-------|-------|-----|
| Female (Full Time) | 0   | 2     | 4     | 16    | 2     | 0   |
| Female (Part Time) | 0   | 0     | 5     | 3     | 2     | 3   |
| Male (Full Time)   | 0   | 16    | 33    | 59    | 97    | 34  |
| Male (Part Time)   | 0   | 0     | 2     | 3     | 9     | 8   |

### Appendix 3 - The Analysis of Roads and Infrastructure Communities Budget for 2019/2020

| <b>Roads and Infrastructure Communities</b> |                        |                       |                              |                                    |                                      |                                    |                                      |                                   |                       |
|---|------------------------|-----------------------|------------------------------|------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|-----------------------------------|-----------------------|
| <b>Budget Estimates Summary</b>             |                        |                       |                              |                                    |                                      |                                    |                                      |                                   |                       |
| <b>Subjective Analysis</b>                  |                        |                       |                              |                                    |                                      |                                    |                                      |                                   |                       |
|   | <b>Strategic Waste</b> | <b>Waste Disposal</b> | <b>Closed Landfill Sites</b> | <b>Waste Collection - Domestic</b> | <b>Waste Collection - Commercial</b> | <b>Waste Collection Management</b> | <b>Road Maintenance - Structural</b> | <b>Road Maintenance - Routine</b> | <b>Winter Service</b> |
|   | <b>£</b>               | <b>£</b>              | <b>£</b>                     | <b>£</b>                           | <b>£</b>                             | <b>£</b>                           | <b>£</b>                             | <b>£</b>                          | <b>£</b>              |
| <b>Expense</b>                              |                        |                       |                              |                                    |                                      |                                    |                                      |                                   |                       |
| Staff Costs                                 | 215,355                | 1,956,551             | 39,864                       | 3,017,784                          | 0                                    | 254,002                            | 0                                    | 0                                 | 105,580               |
| Property Costs                              | 5,500                  | 2,590,209             | 20,641                       | 1,050                              | 100                                  | 0                                  | 0                                    | 85,534                            | 0                     |
| Transport Costs                             | 1,708                  | 442,565               | 0                            | 1,489,042                          | 0                                    | 20                                 | 8,000                                | 0                                 | 417,078               |
| Supplies, Services and Administration Costs | 23,097                 | 5,926,836             | 12,762                       | (156,609)                          | 360,023                              | 1,592                              | 1,284,863                            | 1,041,949                         | 448,577               |
|   | <b>246,460</b>         | <b>12,529,162</b>     | <b>98,267</b>                | <b>4,366,267</b>                   | <b>360,123</b>                       | <b>255,614</b>                     | <b>1,292,863</b>                     | <b>1,127,483</b>                  | <b>971,235</b>        |
| <b>Income</b>                               |                        |                       |                              |                                    |                                      |                                    |                                      |                                   |                       |
| Fees and Charges                            | 0                      | (250,716)             | 0                            | (132,000)                          | (796,975)                            | 0                                  | 0                                    | 0                                 | 0                     |
| Internal Recharge Income                    | 0                      | 0                     | 0                            | (10,000)                           | (547,401)                            | 0                                  | 0                                    | 0                                 | 0                     |
|   | <b>0</b>               | <b>(250,716)</b>      | <b>0</b>                     | <b>(142,000)</b>                   | <b>(1,344,376)</b>                   | <b>0</b>                           | <b>0</b>                             | <b>0</b>                          | <b>0</b>              |
| <b>Net Expenditure</b>                      | <b>246,460</b>         | <b>12,278,446</b>     | <b>98,267</b>                | <b>4,224,267</b>                   | <b>(984,253)</b>                     | <b>255,614</b>                     | <b>1,292,863</b>                     | <b>1,127,483</b>                  | <b>971,235</b>        |

| Roads and Infrastructure<br>Communities<br>Budget Estimates Summary<br>Subjective Analysis | Car Parks       | Maintenance<br>– Other<br>Assets | Network<br>Management,<br>Delivery &<br>Support | Flood Risk<br>Management | Infrastructure<br>Assets | Infrastructure<br>Lighting | Harbours<br>(including<br>marinas) | Infrastructure<br>Management &<br>Support | Total Budget<br>Estimates |
|--|-----------------|----------------------------------|---|--------------------------|--------------------------|----------------------------|------------------------------------|---|---------------------------|
|  | £               | £                                | £   | £                        | £                        | £                          | £                                  | £   | £                         |
| <b>Expense</b>   |                 |                                  |   |                          |                          |                            |                                    |   |                           |
| Staff Costs  | 0               | 0                                | 3,350,309                                       | 116,587                  | 1,333,239                | 37,081                     | 197,471                            | 113,906                                   | 10,737,729                |
| Property Costs   | 140,895         | 36,938                           | 101,570   | 0                        | 0                        | 390,600                    | 81,601                             | 0   | 3,454,638                 |
| Transport Costs  | 0               | 0                                | 979,992   | 993                      | 24,236                   | 10,620                     | 8,051                              | 250                                       | 3,382,555                 |
| Supplies, Services and Administration Costs  | 61,215          | 15,491                           | 5,521,210                                       | 56,596                   | 161,331                  | 130,102                    | 82,895                             | 470                                       | 14,972,399                |
|  | <b>202,110</b>  | <b>52,429</b>                    | <b>9,953,081</b>                                | <b>226,176</b>           | <b>1,529,805</b>         | <b>568,403</b>             | <b>400,018</b>                     | <b>114,626</b>                            | <b>34,294,121</b>         |
| <b>Income</b>  |                 |                                  |   |                          |                          |                            |                                    |   |                           |
| Fees and Charges   | (14,100)        | (303,000)                        | (562,183)                                       | (2,000)                  | (20,600)                 | 0                          | (223,265)                          | 0   | (2,304,839)               |
| Internal Recharge Income   | 0               | 0                                | (8,410,000)                                     | 0                        | (1,487,500)              | (0)                        | (200)                              | 0   | (10,455,101)              |
|  | <b>(14,100)</b> | <b>(303,000)</b>                 | <b>(8,993,201)</b>                              | <b>(2,000)</b>           | <b>(1,508,100)</b>       | <b>(0)</b>                 | <b>(223,465)</b>                   | <b>0</b>                                  | <b>(12,780,958)</b>       |
| <b>Net Expenditure</b>   | <b>188,010</b>  | <b>(250,571)</b>                 | <b>959,880</b>                                  | <b>224,176</b>           | <b>21,705</b>            | <b>568,403</b>             | <b>176,553</b>                     | <b>114,626</b>                            | <b>21,513,163</b>         |

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: [CBM@dumgal.gov.uk](mailto:CBM@dumgal.gov.uk)

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