

# Scottish National Road Maintenance Review

**Steven Feeney**

Road Policy Manager

Trunk Road and Bus Operations Directorate

Transport Scotland

# National Road Maintenance Review



What?

Why?

Who?

How?

...and Next!

# The What



## Aim

- Improve management and maintenance of entire network

## Objective

- Promote innovation; collaboration; sharing services

## Goal

- Improve efficiency of available budgets in future

# THE WHY



	Change in Traffic Volumes	Change in road maintenance spend	Change in purchasing power	Change in roads in acceptable condition	Headline Backlog (£)
Council Roads	<p><b>+ 4%</b> (since 2004/05)</p> <p><b>+ 22 %</b> (over last 15 years)</p>	<p><b>+ 12%</b> (2004/05 – 2009/10)</p>	<p><b>- 13%</b></p> <p>(due to road maintenance industry inflation)</p>	<p><b>- 4%</b> (from 2005 to 2010)</p>	<p><b>1.54 billion</b> (640 million more than in 2004)</p>
Trunk Roads	<p><b>+ 3%</b> (since 2004/05)</p> <p><b>+ 37%</b> (over last 15 years)</p>	<p><b>- 12%</b> (2004/05 – 2009/10)</p>	<p><b>- 32%</b></p> <p>(due to road maintenance industry inflation)</p>	<p><b>- 6%</b> (from 2006 to 2010)</p>	<p><b>713 million</b> (480 million more than 2004)</p>

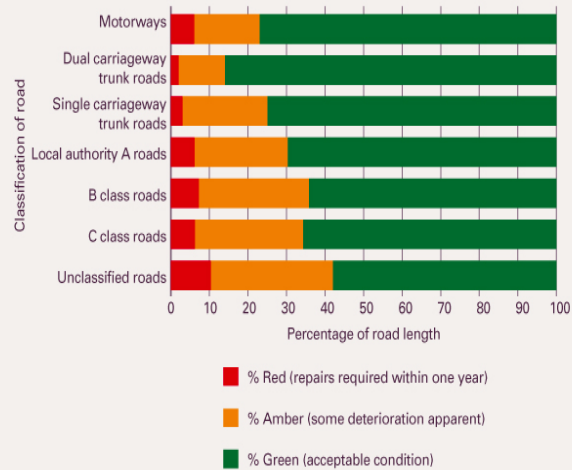
**In other words.....**

# “Houston we have a problem”

## Exhibit 3

### The condition of Scotland's roads in 2010<sup>1,2</sup>

Roads classified as red or amber require maintenance; red within one year; amber on a less immediate basis. Higher classifications of road tend to be in better condition.



#### Notes:

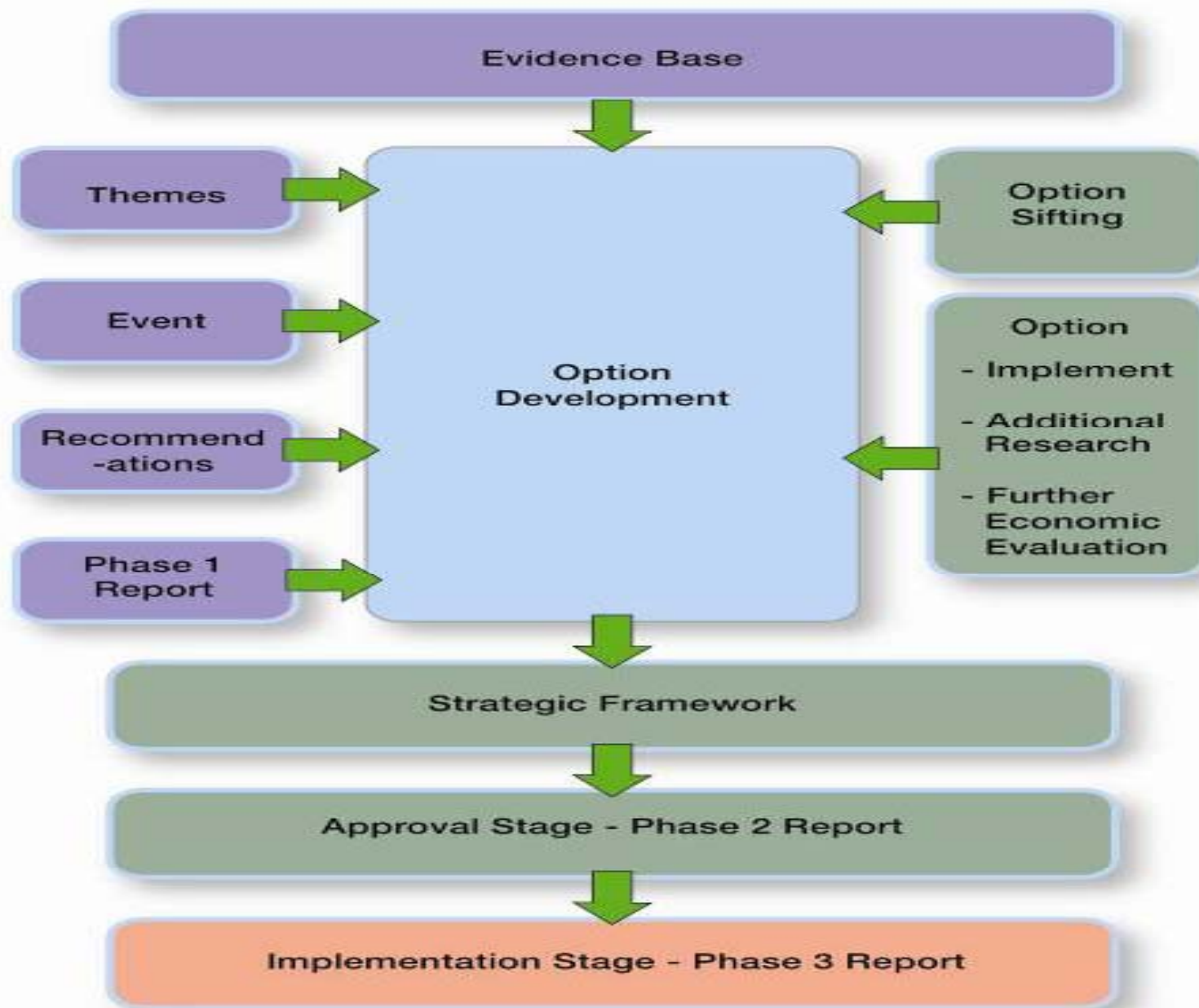
1. The road condition survey data for trunk roads is based upon standards for UK trunk roads set out in the Department of Transport's *Design Manual for Roads and Bridges*. Standards for single carriageway trunk roads are higher than for council-maintained roads, reflecting their strategic importance.
  2. The road condition survey data is derived from the results of the two most recent surveys, ie 2009 and 2010. Rather than simply averaging the results from each year, the data collected over the two years is analysed as a single set. Effectively the sample, therefore, covers 100 per cent of all trunk roads and A roads in both directions, 100 per cent of B and C roads in a single direction, together with a 20 per cent sample of unclassified roads in a single direction.
- Source: SCOTS, Transport Scotland



# The Who



- Transport Scotland
- SCOTS
- SOLACE
- COSLA
- Scottish Road Works Commissioner

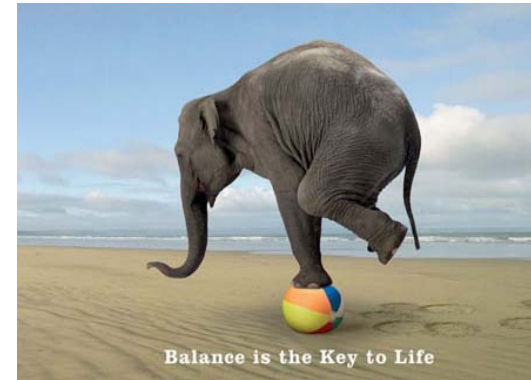


**Phase 1 Report**  
March - June 2011

**Phase 2 Report**  
July - Nov 2011

**Phase 3 Report**  
Dec 2011 - June 2012

# Phase 1 – Evidence Gathering

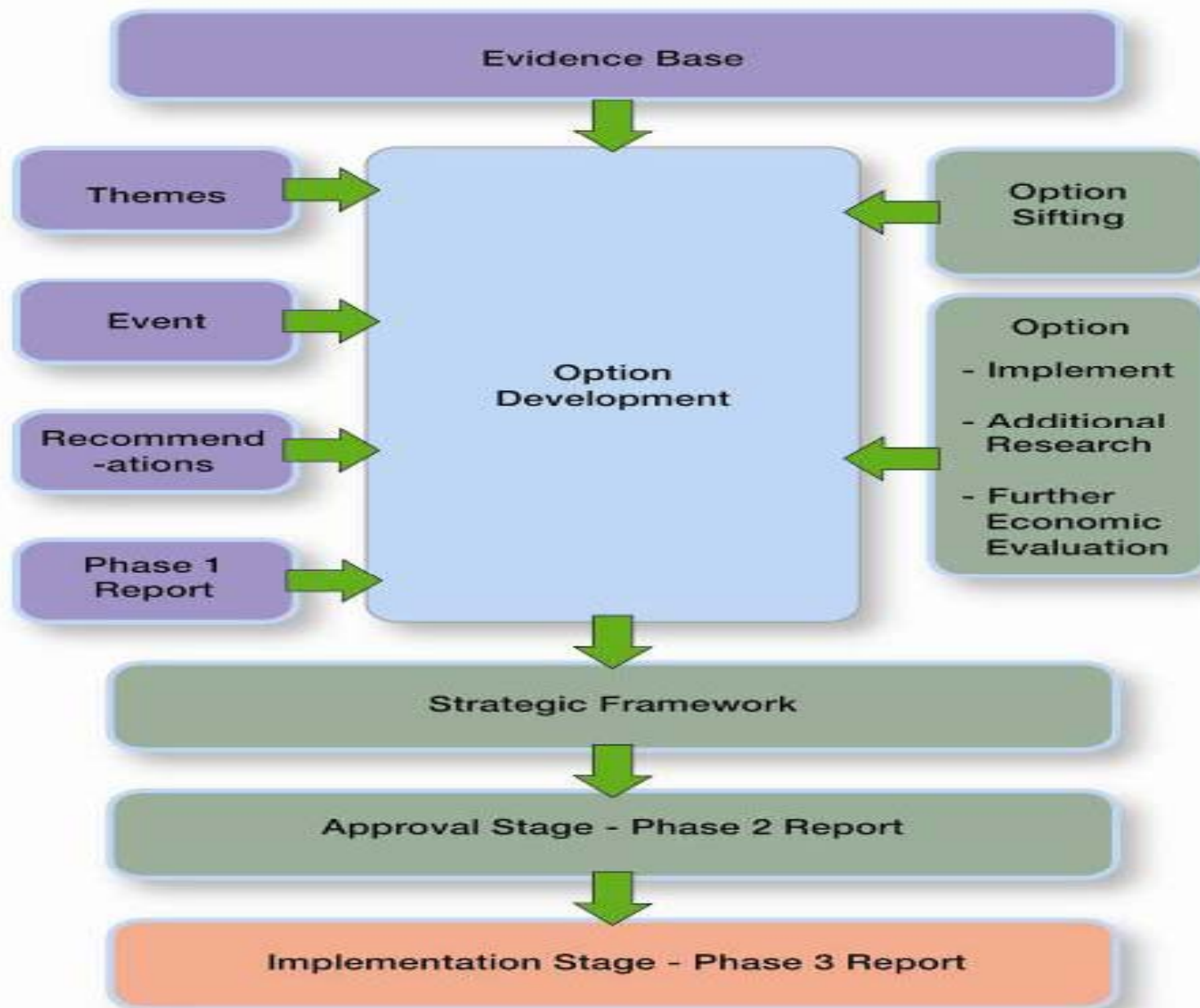


**Asset Management – it's a balancing act!**

- **Standards and Asset Management**
  - Whole life asset management planning
  - Prioritisation
  - Approach to benchmarking
- **Resourcing**
  - Delivery and funding models
  - Collaboration and shared services
  - Procurement
- **Technology and Productivity Innovation**
  - Lean Management
  - New Surfacing Materials
  - Collaborating on research & knowledge sharing
- **Economic Impacts**
  - Wider Economy: e.g. Tourism, Local economy activity
  - Social: e.g. Pedestrians, Visually impaired, Cyclists
  - Environmental e.g. Vehicle Operating Costs







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# Phase 2

## Principles underpinning change



### Options had to

- Accept reduced standards to stretch funds.
- Do the same more efficiently and effectively
- Enable authorities access to new and alternative funding.

### Review appreciated need for flexibility

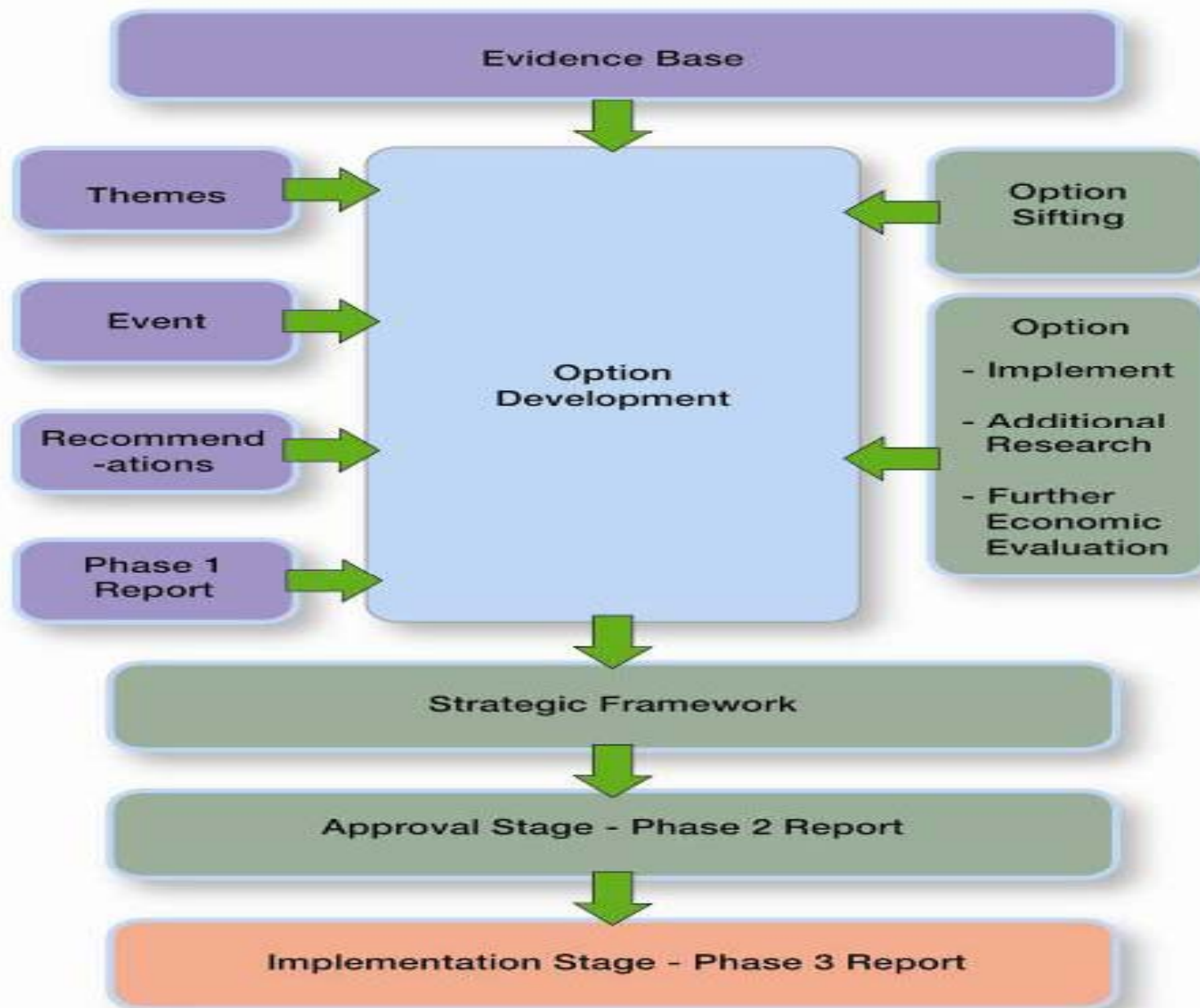
- one size does not fit all
- diversity of road types, local conditions, priorities and current practices
- different parts of country or road network may have different start and end points for change

# Phase 2

## Option development



- **85..... 45..... and 30.....**
- **Implement – 9**
  - Immediate implementation
  - Proven or immediate benefits at little cost
- **Additional research– 16**
  - Further research
  - Potential for significant benefits
- **Economic assessment– 5**
  - Interim, high-level evaluation carried out
  - Benefits been realised from limited number of case studies
  - Scalability to wider Scottish context



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# Strategic framework for change



## 7 Developments to demonstrate efficiency and effectiveness

1. Robust asset management planning
2. More than one provider or supplier to ensure meaningful comparison
3. Appropriate outcome-focused benchmarks and key performance indicators (KPIs) to illustrate efficient performance
4. Appropriate monitoring to demonstrate transparency
5. Appropriate incentivisation to encourage behavioural change and innovation
6. Specific, Measurable, Attainable, Relevant and Time-bound (SMART) targets
7. Ability to generate additional continuous improvement to ensure innovation and collaboration are the norm



Ensures most made of declining financial resources. . . but only slows down the decline caused by lack of investment

# Strategic framework for Change



**3 Enhancements** to strengthen business case for additional investment,

1. Increased certainty of even short-term finance
2. Value-driven collaboration to deliver economies of scale e.g., resources, funding, management, skills and specialisms, assets and plant
3. Enhanced levels of scrutiny to ensure delivery of outcomes



Authorities adopting some or all would demonstrate significant efforts to optimise service delivery

# Moving towards a sustainable road asset



## Combining:

- Strategic framework
- Productivity
- Efficiency
- Standards
- Level of service

+

Seek additional investment

=

Tackle Backlog



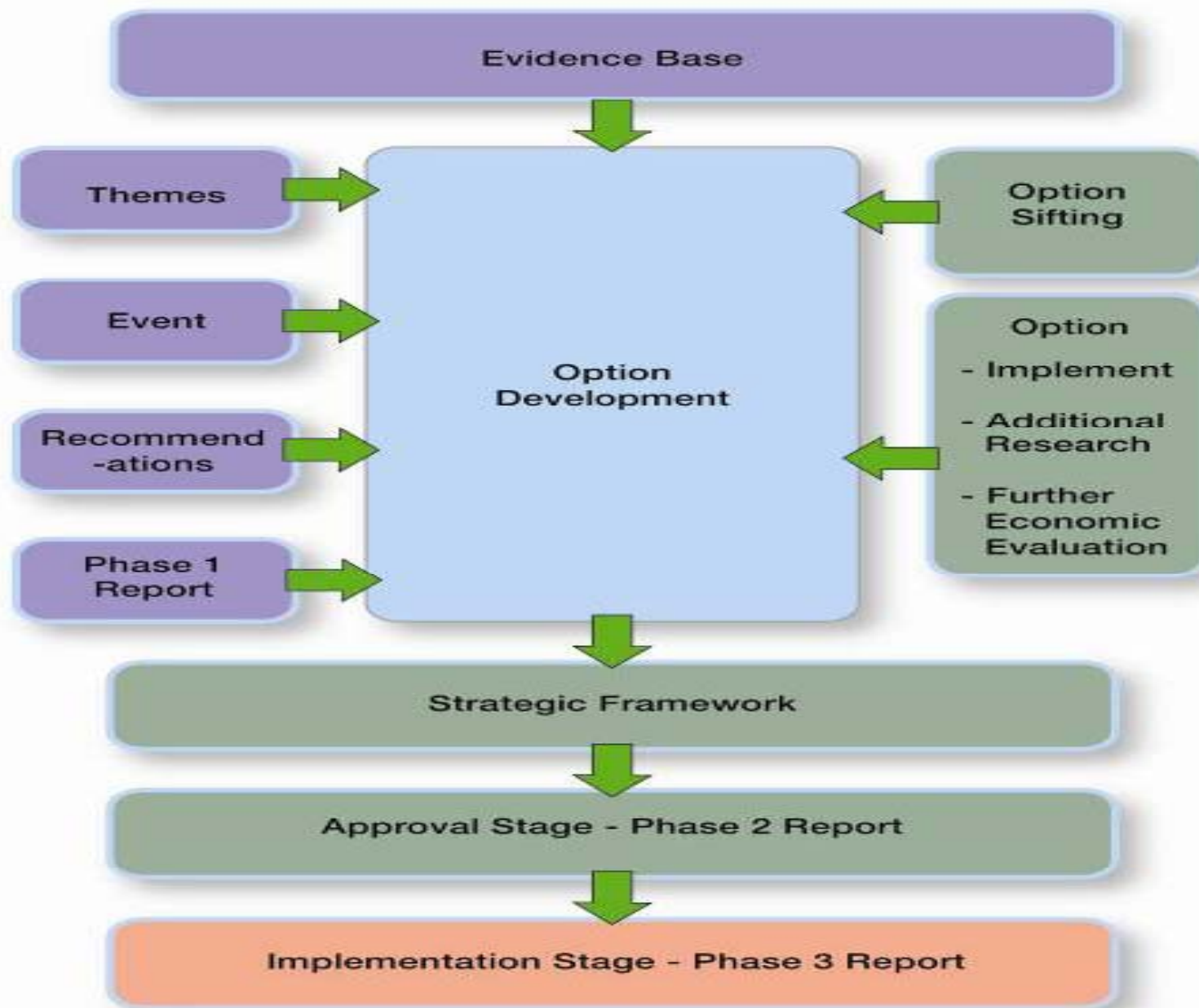
**Benefit: Strengthens business case to justify initial requests for public or private sector investment**



**Benefit: Additional funds to tackle backlog**



**Benefit: Sustainable road asset for future generations**



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# Phase 3

- Options Implementation
- *‘Optimal Service Delivery’* study outputs
- Ongoing Governance



# Implementation of Options

- Implementation underway. For example. . . .
  - Continue funding SCOTS RAMP
  - Consistent suite of KPIs for all road authorities
  - Developing mechanism to review and authorities amendments from UK standards
  - LEAN pilot about to commence in some authorities
  - Established Scottish Road Research Board

# Option 30 – Optimal Delivery of Road Maintenance Services



## Key Findings

- Service delivery varies across each authority
- Recognition current arrangements could be improved.
- Establish / Promote service sharing (S/S) in short/medium term.
- Structural change not a short/medium term consideration.

## Next Steps

- Create a resource to
  - Lead programme
  - Provide support to authorities
  - Disseminate S/S information

# Governance Arrangements



- Strategic Action Group (SAG)
  - Chaired by Minister / Cosla Spokesperson
    - Oversee collaboration development
    - Strategic Framework Ownership
- Stakeholder Group
  - Led by SCOTS
    - Foster / Monitor 29 initiatives
    - Discuss and advise on future framework-based initiatives
    - Advice SAG as required

# .....The End?

“Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning”

