

**The Highland Council**  
**Community Services – 5 November 2015**

Agenda Item	12.
Report No	COM 59/15

**5G Trunk Road Maintenance Contracts - Consultation**

**Report by Director of Community Services**

**Summary**

This report seeks homologation of the decision by the Director of Community Services, in consultation with the Chair and Vice Chair of Community Services, to submit the Highland Council's response to Transport Scotland's Local Authority Consultation on the "Extent of Units and Scope of Services".

**1. Introduction**

- 1.1. Transport Scotland will soon move to letting the next generation (5G) of trunk road contracts from 2018-20 across Scotland. As part of this process, Transport Scotland is engaging with Local Authorities seeking their views on the new contracts.
- 1.2. The consultation was issued too late to allow a response to be prepared in time for scrutiny by the Community Services Committee on 20 August 2015. The deadline for response was extended to 30<sup>th</sup> September 2015 to allow committee consideration by as many Councils as possible. The new deadline was prior to this Committee meeting.
- 1.3. Therefore the Director of Community Services, in consultation with the Chair and Vice Chair of Community Services, submitted a response on behalf of the Highland Council. The consultation document is attached at Appendix 1 and the responses to the questionnaire are on pages 10 to 18 within the document.

**2. Background**

- 2.1. The Scottish road network totals around 55,000 kilometres of public road. The strategic trunk road network accounts for 3,620 kilometres; i.e. around 6.6% of the total, with the remainder being the responsibility of local authorities. Prior to 1996, local and trunk roads were managed together, with the trunk road network managed and maintained under agency agreements. Since then, the respective management of the networks has gradually diverged and they are now very different regimes.

- 2.2. The trunk road network is the responsibility of Scottish Ministers and comprises a mixture of single and dual carriageways including some single carriageways through Inverness and other towns and villages. The Government's view, when it reviewed the trunk road network in 1994, was that this network should provide a coherent and continuous system of routes for key economic sectors, define national routes and develop them in line with national transport demands, and ensure that predominantly local roads are locally managed.
- 2.3. Most aspects of trunk road maintenance are outsourced to the private sector through franchise contract, or maintenance is included as part of the financial initiative contract under which the road was constructed, i.e. PPP/PFI.
- 2.4. The current trunk road management and maintenance contracts are due to expire between March 2018 and August 2020. The contracts are based on a geographical split of Scotland into four main areas with an additional smaller unit recently created around the existing Forth Road Bridge and the Queensferry Crossing. There are also a number of PFI/PPP arrangements on the M6, M77, M80 and Forth Bridge with a variety of expiry longer term dates.
- 2.5. Within Highland are parts of two trunk road management areas:
  - North East Unit: A95 and A96 only.
  - North West Unit: A82, A830, A835, A86, A87, A887, A889, A9 and A99.

### **3. Discussion**

- 3.1. Members will be aware of the Roads Collaboration Project. This national project emerged following the Strategic Review of Roads Maintenance. This Committee approved participation in the Northern Roads Collaboration Forum to explore opportunities and governance arrangements for collaborative working (Item 19 report COM 47/15) and similar arrangements are being progressed throughout Scotland. There is a concern that Transport Scotland's consultation has not taken account of the Roads Collaboration project.
- 3.2. In the short term there is a window of opportunity to investigate whether greater collaboration/integration between national and local roads maintenance arrangements could be achieved. If the benefits of that could be demonstrated by Local Government, then it seems likely that Ministers would extend the existing trunk road contracts to allow that to be considered more fully.
- 3.3. COSLA Leaders have stated previously that any review of trunk roads must consider all appropriate management and maintenance contractual models.

This is an opportunity to realise change, but it will rely on Local Government delivering on its previous commitment to local roads collaboration.

- 3.4. In discussions with COSLA, the Minister has indicated a willingness to consider further integration between trunk and local roads via an extension to the current contracts. This is to allow time and space for discussions about more local and national collaboration, provided there are clear indications that this local collaboration is actually happening.
- 3.5. The consultation seeks to reflect on whether current contractual arrangements remain the most appropriate way to continue to drive improvements in the future, as well as ensuring value for money from service delivery. The consultation represents, according to Transport Scotland, only the start of a process to consider how the trunk road network in Scotland should be managed and maintained beyond the expiry of the existing contracts.
- 3.6. As the consultation is framed in terms of existing arrangements, it is felt to be somewhat limited in that it does not consider the more holistic approach of roads collaboration. The proposed responses make reference to this.

#### **4. Implications**

- 4.1. An equality impact assessment is not required because the recommended actions don't have a differential impact on any groups of people.
- 4.2. There are no direct Staffing or Financial implications arising from this report. Any future changes to trunk road and local road management and maintenance are likely to have implications, however these will be identified as collaborative work is more fully scoped and progressed.
- 4.3. This report has no impact on Gaelic, Climate Change/Carbon Clever or Rural considerations, nor are there any legal or risk implications.

#### **Recommendation**

It is recommended that the Committee:-

**Homologate** the decision by the Director of Community Services, in consultation with the Chair and Vice Chair of the Community Services, to submit the Highland Council's response to Transport Scotland's Local Authority Consultation on the "Extent of Units and Scope of Services" as set out in Appendix 1 to this report.

Designation: Director of Community Services

Date: 26 October 2015

Author: Richard Evans, Head of Roads and Transport

Background Papers: Report COM 47/15 – CS Committee 20 August 2015

# APPENDIX 1



**TRANSPORT  
SCOTLAND**  
CÒMHDHAIL ALBA

## **DEVELOPMENT OF THE TERM MANAGEMENT AND MAINTENANCE CONTRACTS FOR THE SCOTTISH TRUNK ROAD NETWORK Extent of Units and Scope of Services – Local Authority Consultation**

## Extent of Units and Scope of Services – Local Authority Consultation

---

### 1 Purpose of Consultation

Scotland is moving forward to deliver integrated transport at a strategic level more effectively. In pulling together different modes, the contribution of the trunk road network is key. To allow the full range of movements on which commerce and industry, communities and society depend, the Scottish trunk road network needs to be managed as efficiently and effectively as possible.

Over the years, Scotland has been at the forefront of good practice in managing its network through the deployment of techniques to assess road pavement conditions, in encouraging the development of materials best suited to the Scottish climate and conditions and through procurement mechanisms such as design and build contracts to deliver value for money. Arrangements made for maintaining the road networks have also reflected changing circumstances.

### 2 The Consultation Process

For this consultation to be a success it is important that as many views as possible are considered. We are inviting written response to this consultation paper by **Monday 31 August 2015**.

We would be grateful if you would use the consultation questionnaire provided in Annex A.

Please send your response to: [5GConsultation@transportscotland.gsi.gov.uk](mailto:5GConsultation@transportscotland.gsi.gov.uk)

If you have any queries contact Brett Archibald on 0141 272 7344.

If there are other issues that you consider to be relevant to the development of the future contracts please do not hesitate to include your views in your response.

#### Freedom of Information

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004 and would therefore have to consider any request made to it under these Acts for information relating to responses made to this consultation exercise.

#### What happens next?

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us reach a decision on the shape of the next term contract for the management and maintenance of the Scottish trunk road network. The responses may also be discussed with external organisations such as SCOTS, SOLACE and the Roads Collaboration Board. Please complete Annex B to advise us if you are content for your response to be discussed externally.

## Extent of Units and Scope of Services – Local Authority Consultation

---

### Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them by email to [5GConsultation@transportscotland.gsi.gov.uk](mailto:5GConsultation@transportscotland.gsi.gov.uk)

## 3 Background Information

### Relevant Responsibilities

Local roads authorities are responsible for all non-trunk public roads in Scotland, whilst the trunk road network is the direct responsibility of the Scottish Ministers, who have statutory responsibility under the Roads (Scotland) Act 1984 for its management and maintenance. Scottish Ministers established the national transport agency, Transport Scotland, to deliver the Scottish Government's vision for transport. Approximately 3,350km of the trunk road network is now directly managed and maintained through five individual term contracts with services delivered by individual Operating Companies (OC). This excludes any DBFO or PPP contracts, which have separate management and maintenance contracts in place and currently account for a further 270km of road length.

### Scottish Trunk Road Network

The trunk road network comprises all motorways and some of the main A roads in Scotland (see Figure 1 on page 5). The current view of the Scottish Government is that the trunk road network should:

- provide the road user with a coherent and continuous system of routes which serve destinations of importance to industry, commerce, agriculture and tourism
- define nationally important routes which will be developed in line with strategic national transport demands
- exclude those roads which predominately serve local needs

The Scottish trunk road network, including any DBFO or PPP contracts, measures approximately 3,600 km in length and forms approximately 6% of the total public road system by length, yet carries 37% of the total traffic volume and 63% of all heavy goods vehicles. Traffic flows can range from 1,600 vehicles per day on rural trunk roads to over 160,000 vehicles per day on the busiest stretches of motorway. The network is therefore vital to the social and economic wellbeing of Scotland. The existing Term Management and Maintenance (TMM) contracts for the Scottish trunk road network are as shown in Figure 1 on page 5.

## Extent of Units and Scope of Services – Local Authority Consultation

### Current Arrangements

The current arrangements for TMM contracts for the Scottish trunk road network came into effect between 2013 and 2015 and, if extensions are not exercised, will expire between March 2018 and August 2020. These contracts reflect a transition in practice since the introduction of the TMM contracts in 1996. Over this period, the extent of network maintained through the TMM contracts has changed somewhat due to the introduction of various DBFO schemes and the trunking and de-trunking of certain roads and it is likely that this will continue in the future. For example, the existing M6 (A74) DBFO agreement will expire in 2027.

Current arrangements are based on a geographical split of the nation into four areas with an additional smaller unit recently created around the existing Forth Road Bridge and the Queensferry Crossing (currently under construction). Information concerning each of these units is set out in Table 1 below and in Figure 1 on page 5.

### Budget and Unit Size Information

The Scottish trunk road TMM contracts budget for 2014/15 was approximately £139 million. This excludes any budgets assigned to DBFO's or PPP contracts. The allocation for each unit is shown in Table 1 below. Also shown is the current size of each Unit in route length and lane length and the impact the Aberdeen Western Peripheral Route (AWPR) is likely to have on the NE Unit\*.

**Table 1 – Size of Units**

	NW Unit	SW Unit	NE Unit	SE Unit	Forth Bridges Unit
<b>Budget (2014/2015)</b>	c.£48m	c.£40m	c.£27m	c.£24m	c.£10m (2015/2016)
<b>Current size (route length)</b>	1426km	709km	640km <b>(618km*)</b>	536km	34km
<b>Current size (lane length)</b>	2987km	1912km	1859km	1482km	107km



## Extent of Units and Scope of Services – Local Authority Consultation

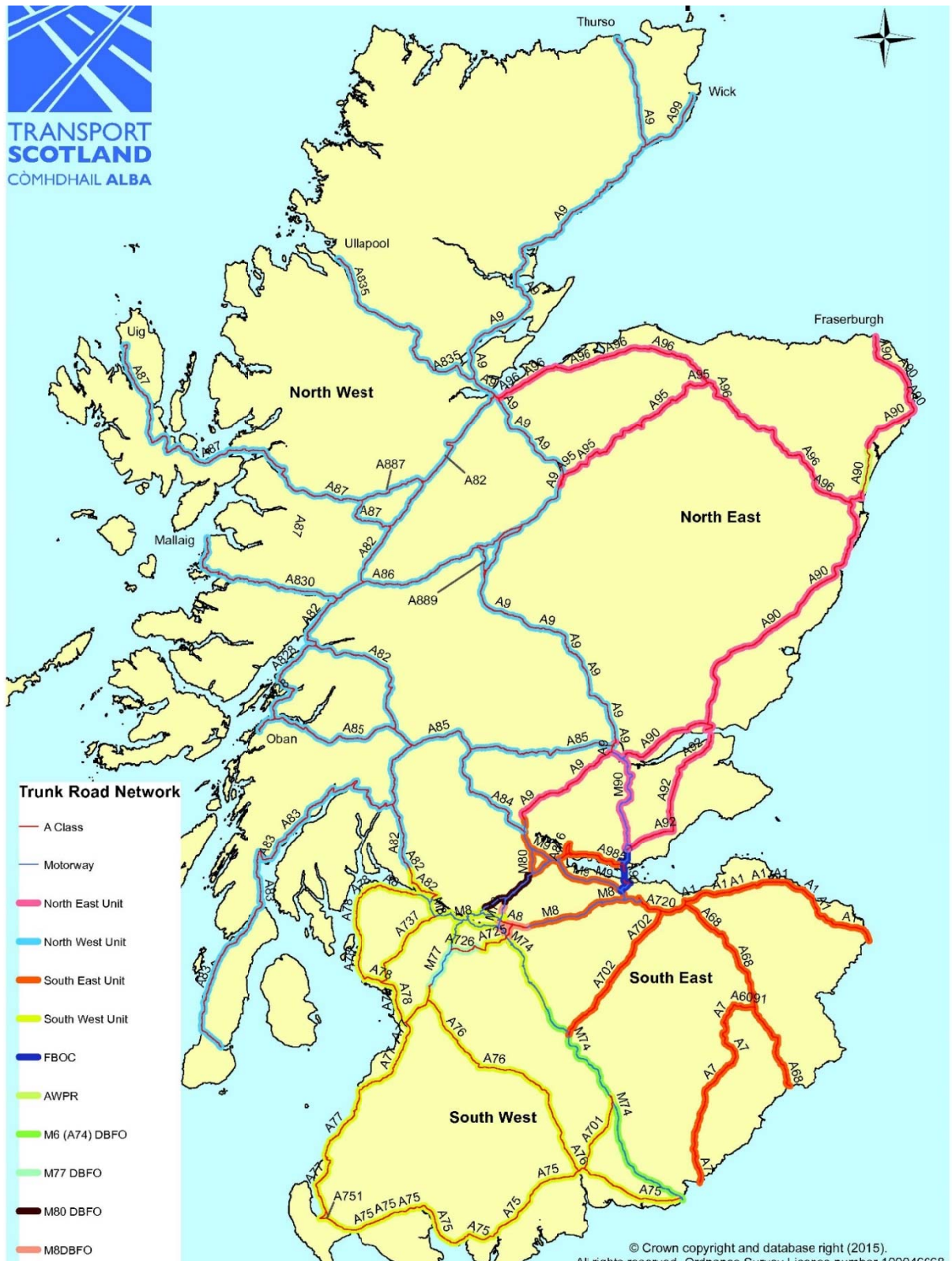


Figure 1. Scottish Trunk Road Map



## **Extent of Units and Scope of Services – Local Authority Consultation**

---

### **Future Arrangements**

Reflecting on current practice we are keen to obtain your views on whether the current arrangements remain the most appropriate way to continue to drive improvements in the future as well as ensuring value for money from service delivery. We consider that engagement with our stakeholders is key to realising the strategic objectives for Scotland's road network. This questionnaire represents the start of that process by considering how the trunk road network in Scotland should be managed and maintained beyond the expiry of the existing TMM contracts and to start planning for any required changes.

This consultation is seeking opinion related specifically to:

- **the geographical areas covered by future contracts**
- **the scope of services to be included in future contracts**

It seeks to ascertain the views of service providers and other stakeholders as to continuing with current practice or introducing new arrangements. Further consultation on other aspects of future TMM contracts may be carried out in due course.

Undertaking consultation at this time will allow alternative options to be fully considered.

Any future contracts will need to be developed to meet the principal objectives of:

- value for money – to achieve maximum efficiency in relation to the substantial investment expended on the maintenance of the network
- reliable journey times – to assist in the provision of journey time information and allow a “customer orientated” approach to be further developed in the way roads are managed and maintained
- sustainable delivery – to deliver services in a sustainable manner and aid carbon emission reduction
- continuous improvement – to deliver continuous improvement, skilful management and innovation
- flexibility – to accommodate changes to the trunk road network and future policy changes

## Extent of Units and Scope of Services – Local Authority Consultation

### 4 Questionnaire

There is an opportunity to consider whether the geographical areas and/or the scope of services within future contracts should be changed to provide both a more efficient delivery model for the TMM of the trunk road network, and one that is also attractive to potential service providers. Your views are sought on the following questions around the current and future TMM contracts.

#### Geographical boundaries

The current TMM contracts have seen the Scottish trunk road network continue to be separated into four geographical units plus the recent addition of the Forth Bridges unit. (see Figure 1 on page 5)

#### Question 1

Do you consider the current arrangement of four geographical area units plus the Forth Bridges unit to be the most appropriate or are there any changes you would propose that would better meet the principal objectives? (e.g. a change to the number of Units and / or to the extent of the Units, grouping of roads by category, routes or destinations). Please also explain the reasons for your view.

#### Question 2

Do you consider there to be other changes which could be made to the composition of units which would be advantageous in meeting the principal objectives. For example forming units based on route categories (e.g. motorway, dual or A class), destination (e.g. cities, ports, industry), route characteristics (e.g. topography, geometry), entire routes being the responsibility of a single contractor (e.g. no split in responsibility of A9, A82 or M8). If you believe there are changes that could be beneficial please provide detail and an explanation within your response.

#### Existing Scope of Services

The existing scope of services delivered by the OC's can be viewed within the contract documentation which can be found at the following link:  
<http://www.transportscotland.gov.uk/road/maintenance/operating-companies>

The OC's currently deliver a complete management and maintenance service. The service consists of "Core Operations" and "Ordered Operations". Core Operations are paid via fixed monthly sums and include activities such as cyclic /routine maintenance, winter treatment, incident response (valued at <£10,000), emergency defect repairs (valued at <£10,000), inventory management, smaller scheme design (valued <£50,000), programming and scheme supervision. In addition to Core Operations the OC undertake Ordered Operations which are re-measurable via an agreed Schedule of Rates established at the tender stage. Ordered Operations cover larger design (valued at >£50,000) and the delivery of any structural

## Extent of Units and Scope of Services – Local Authority Consultation

maintenance, renewal or improvement work. Ordered Operations valued individually up to £350,000 are typically delivered by the OC using the agreed Schedule of Rates established at tender stage. Schemes valued >£350,000 (Works Contracts) are typically designed by the OC, who acts as Engineer with a third party subsequently delivering the work.

### Question 3

Should the principles of the contractual arrangements for delivering Core Operations be retained? (e.g. payment of monthly sums to cover well understood cyclic and routine activities) Please also explain the reasons for your view.

### Question 4

Should the contracts retain the requirement for the delivery of Ordered Operations? (e.g. the OC is required to deliver schemes valued <£350,000 based on the tendered Schedule of Rates.) If so, what threshold would be seen as appropriate and why? (e.g. is the £350,000 threshold too high or too low?) Please also explain the reasons for your view.

## Potential Changes to Scope of Services

Recent developments in network maintenance and management arrangements outwith Scotland have resulted in the introduction of significant changes to the scope of road maintenance term contracts. These changes include substantial alterations to the scope of services being delivered by the relevant service providers and the number of contractual relationships with the client (e.g. within Scotland such changes could see the TMM contracts broken down into smaller contracts to collectively cover the scope of services required).

### Question 5

Should the scope of services currently provided by the OC's be retained or should a review be undertaken into splitting into different contracts for different elements, in order to provide a better service or value for money? (e.g. for areas of work such as bridge maintenance, lighting, landscaping etc.) Please also explain the reasons for your view. If your answer is in favour of splitting into different contracts for different elements, please also consider within your answer any implications for the geographical areas of such contracts.

## Extent of Units and Scope of Services – Local Authority Consultation

### Question 6

Do you consider there would be advantages or disadvantages in any or all of the following activities being removed from the scope of the TMM contracts?

- asset management (inspection programme, condition rating, inventory management)
- scheme prioritisation / programming
- design
- delivery of ordered operations
- delivery of core operations

If you do foresee advantages or disadvantages in any or all of the above or other activities being removed from the scope of the TMM contracts, please include examples and / or an explanation within your response.

### Question 7

Are there any potential innovations or efficiencies based on industry best practice or otherwise that you suggest be considered as part of the scope of services for the future TMM contracts? If you believe there are potential innovations or efficiencies, please include examples and / or an explanation within your response.

## Collaboration

Scottish Ministers and the Convention of Scottish Local Authorities (CoSLA) are committed to the principle of collaboration and shared services including exploring possibilities for sharing road maintenance services, both across local authorities and between local authorities and Transport Scotland.

### Question 8

Do you foresee advantages or disadvantages in provision being made in future TMM contracts for local road authorities being a joint Client with the ability to purchase services through the contract? If you foresee any advantages or disadvantages, please include an explanation within your response.

### Question 9

Are there any other forms of network maintenance collaboration that you feel would be more appropriate than that suggested in Question 8? If there are, please provide details.

### Question 10

Do you consider the existing liaison arrangements between the OC's and other service providers (e.g. local roads authorities and DBFO concessionaires) for co-ordination of service delivery to be working well or are they in need of improvement? Please include reasons within your response.

## **Annex A**

### **Questionnaire**

There is an opportunity to consider whether the geographical areas and/or the scope of services within future contracts should be changed to provide both a more efficient delivery model for the TMM of the trunk road network, and one that is also attractive to potential service providers. Your views are sought on the following questions around the current and future TMM contracts.

### **Geographical boundaries**

The current TMM contracts have seen the Scottish trunk road network continue to be separated into four geographical units plus the recent addition of the Forth Bridges unit. (see Figure 1 on page 5)

## Extent of Units and Scope of Services – Local Authority Consultation

### Question 1

Do you consider the current arrangement of four geographical area units plus the Forth Bridges unit to be the most appropriate or are there any changes you would propose that would better meet the principal objectives? (e.g. a change to the number of Units and / or to the extent of the Units, grouping of roads by category, routes or destinations). Please also explain the reasons for your view.

### Response

Based on the current hierarchy and separation of Trunk Roads from all other roads:

- Current geographical areas seem to work reasonably well although the route lengths covered by each of the geographic areas is imbalanced.
- There would seem to be potential to combine the SE and SW Units although they are largely separated by motorway corridors.
- The concept that routes to main ports and ferry terminals is important and must be retained.

If Trunk Roads and other strategic roads in the local context were managed and maintained collaboratively, by either Transport Scotland or separate regional bodies that would need to be set up, then a larger number of geographical areas would be necessary to ensure local issues were dealt with properly for communities and business.

### Question 2

Do you consider there to be other changes which could be made to the composition of units which would be advantageous in meeting the principal objectives. For example forming units based on route categories (e.g. motorway, dual or A class), destination (e.g. cities, ports, industry), route characteristics (e.g. topography, geometry), entire routes being the responsibility of a single contractor (e.g. no split in responsibility of A9, A82 or M8). If you believe there are changes that could be beneficial please provide detail and an explanation within your response.

### Response

The Trunk Road network ought not to be considered in isolation from the local network. In fact separating them for management and maintenance has impacted heavily on the capacity of Councils to maintain their residual networks. Economies of scale have been lost leading to the current situation where capacity expertise and skills are too thinly spread leading to resilience and capacity being inadequate.

Consideration needs to be given, and is through the Roads Collaboration Project, to truly collaborative arrangements. Consideration must include Trunk Roads and all must be willing to compromise if efficiencies are to be achieved.

Perhaps forming collaborative arrangements based on the geography of the Local

## Extent of Units and Scope of Services – Local Authority Consultation

Transport Partnerships would provide a set of coherent units with Motorways being dealt with separately.

The arrangements for Motorways whereby there are 6 DBFO's would appear to offer scope for rationalisation and resultant savings. The extent of collaboration between DBFO ventures on day to day maintenance and structural maintenance programme management and delivery is not known. Could more collaboration drive out savings for DBFO companies that could be shared with Transport Scotland?

### Existing Scope of Services

The existing scope of services delivered by the OC's can be viewed within the contract documentation which can be found at the following link:

<http://www.transportscotland.gov.uk/road/maintenance/operating-companies>

The OC's currently deliver a complete management and maintenance service. The service consists of "Core Operations" and "Ordered Operations". Core Operations are paid via fixed monthly sums and include activities such as cyclic /routine maintenance, winter treatment, incident response (valued at <£10,000), emergency defect repairs (valued at <£10,000), inventory management, smaller scheme design (valued <£50,000), programming and scheme supervision. In addition to Core Operations the OC undertake Ordered Operations which are re-measurable via an agreed Schedule of Rates established at the tender stage. Ordered Operations cover larger design (valued at >£50,000) and the delivery of any structural maintenance, renewal or improvement work. Ordered Operations valued individually up to £350,000 are typically delivered by the OC using the agreed Schedule of Rates established at tender stage. Schemes valued >£350,000 (Works Contracts) are typically designed by the OC, who acts as Engineer with a third party subsequently delivering the work.



## Extent of Units and Scope of Services – Local Authority Consultation

### Question 3

Should the principles of the contractual arrangements for delivering Core Operations be retained? (e.g. payment of monthly sums to cover well understood cyclic and routine activities) Please also explain the reasons for your view.

### Response

The principles are reasonable and in the main shift risk to the OC's appropriately.

It goes without saying that Winter treatment is dependent on weather conditions and costs will vary widely from the norm in extreme conditions. Experience in Highland is that winter can cost as much as 50% more than average with the that being concentrated mainly into perhaps 3 or 4 extreme weather events. If the OC is expected to account for that as part of the fixed monthly sums then the price will be such that Transport Scotland is paying for an extreme situation even in a mild and less costly winter for the OC. Is extreme weather a reasonable risk to pass to the OC?

### Question 4

Should the contracts retain the requirement for the delivery of Ordered Operations? (e.g. the OC is required to deliver schemes valued <£350,000 based on the tendered Schedule of Rates.) If so, what threshold would be seen as appropriate and why? (e.g. is the £350,000 threshold too high or too low?) Please also explain the reasons for your view.

### Response

Perhaps – see response to Q5. The main driver for the OC's resources is winter treatment and ideally there must be sufficient work for the workforce and plant throughout the year. So there will need to be an appropriate level of cyclic maintenance and planned maintenance/work.

The threshold should be updated to take account of construction cost inflation since it was last set.

## Potential Changes to Scope of Services

Recent developments in network maintenance and management arrangements outwith Scotland have resulted in the introduction of significant changes to the scope of road maintenance term contracts. These changes include substantial alterations to the scope of services being delivered by the relevant service providers and the number of contractual relationships with the client (e.g. within Scotland such changes could see the TMM contracts broken down into smaller contracts to collectively cover the scope of services required).

## Extent of Units and Scope of Services – Local Authority Consultation

### Question 5

Should the scope of services currently provided by the OC's be retained or should a review be undertaken into splitting into different contracts for different elements, in order to provide a better service or value for money? (e.g. for areas of work such as bridge maintenance, lighting, landscaping etc.) Please also explain the reasons for your view. If your answer is in favour of splitting into different contracts for different elements, please also consider within your answer any implications for the geographical areas of such contracts.

### Response

The main driver for the OC's resources is winter treatment and ideally, to keep unit rates down, there needs to be sufficient work for the workforce and plant throughout the year. So there will need to be an appropriate level of cyclic maintenance and planned maintenance/work included in the base TMM contract.

Other elements requiring say specialist technical activity and therefore a lower level of resource, such as Street Lighting and Traffic Lights could be separately packaged over wider geographical areas, especially in the central belt, which might enable Council resources to take part in collaboration and sharing arrangements to deliver the work. Small specialist contractors may also be encouraged to take part.

### Question 6

Do you consider there would be advantages or disadvantages in any or all of the following activities being removed from the scope of the TMM contracts?

- asset management (inspection programme, condition rating, inventory management)
- scheme prioritisation / programming
- design
- delivery of ordered operations
- delivery of core operations

If you do foresee advantages or disadvantages in any or all of the above or other activities being removed from the scope of the TMM contracts, please include examples and / or an explanation within your response.

## Extent of Units and Scope of Services – Local Authority Consultation

### Response

Based on the current hierarchy and separation of Trunk Roads from all other roads.

The main advantage of the current arrangements is the transfer of employment risk from Transport Scotland to others. Another is a limited number of contracts to procure and manage.

The key functions for Transport Scotland to retain are setting Strategy and Policy as part of core Asset Management activity that any Roads Authority must not lose control of. They must also retain the skills for high level scheme prioritisation and programming and for procuring effective and sustainable contracts.

The TMM contract could be restricted to just “delivery of core operations” however there are important synergies and linkages with the other activities listed with the exception of “delivery of ordered operations”.

Other elements requiring say specialist technical activity such as Design of large “ordered operations”, Street Lighting and Traffic Lights, Development Control, etc. could be separately packaged over wide geographical areas, especially in the central belt, which might enable Council resources to take part in collaboration and sharing arrangements to deliver the work and aid in sustaining the management and stewardship of local roads.

Small specialist contractors may also be encouraged to take part

### Question 7

Are there any potential innovations or efficiencies based on industry best practice or otherwise that you suggest be considered as part of the scope of services for the future TMM contracts? If you believe there are potential innovations or efficiencies, please include examples and / or an explanation within your response.

### Response

See questions 8 and 9

## Extent of Units and Scope of Services – Local Authority Consultation

### Collaboration

Scottish Ministers and the Convention of Scottish Local Authorities (CoSLA) are committed to the principle of collaboration and shared services including exploring possibilities for sharing road maintenance services, both across local authorities and between local authorities and Transport Scotland.

#### Question 8

Do you foresee advantages or disadvantages in provision being made in future TMM contracts for local road authorities being a joint Client with the ability to purchase services through the contract? If you foresee any advantages or disadvantages, please include an explanation within your response.

#### Response

##### Advantages:

- Shared costs of procurement – although in what proportions?
- Added choice of contractors for the Council if the specification meets their needs; may remove the need to tender separately for some services; e.g. line marking.
- Better utilisation of resources for the OC and its sub-contractors
- Council could focus on core activity and work on both networks and thus be able to afford to bring in specialist resource from the OC to the local network that would otherwise be unaffordable – see bullet below.

##### Disadvantages:

- Councils with their own DLO may not be able to afford to allocate work outside their organisation unless they could do some work on the Trunk Road network.

## Extent of Units and Scope of Services – Local Authority Consultation

### Question 9

Are there any other forms of network maintenance collaboration that you feel would be more appropriate than that suggested in Question 8? If there are, please provide details.

### Response

Yes.

The future of Roads Management and Maintenance delivery in Scotland should not be driven by a simple need for contract renewal. What is required is a holistic approach covering all roads and taking account of the political, strategic and local context.

Collaboration could, and perhaps really ought, to take place across a broad spectrum of services/activities rather than just roads. Having said that and focussing on roads, collaboration is about more than just procurement of services.

Simple sharing of resources is unlikely to provide substantial savings – especially for Councils outside the Central Belt of Scotland.

Collaboration needs to begin at authority level; i.e. Scottish Government and Councils. It will require compromises to be made by individual bodies to share overall leaner management and delivery arrangements – refers to economies of scale mentioned in response to Q2. This probably means pooling staff and strategic budget elements leaving local cyclic and routine maintenance delivery at local levels. Local Council Committee input would be required

## Extent of Units and Scope of Services – Local Authority Consultation

### Question 10

Do you consider the existing liaison arrangements between the OC's and other service providers (e.g. local roads authorities and DBFO concessionaires) for co-ordination of service delivery to be working well or are they in need of improvement? Please include reasons within your response.

### Response

Highland Council holds quarterly meetings with Transport Scotland and BEAR Scotland to collaborate on coordination of work programmes and sharing of resources, experience and initiatives. Associated with these meetings we hold an operational meeting with BEAR to work on how we can help each other which has identified a number of initiatives, some of which are implemented although not producing large amounts of savings. There is also an annual winter preparations meeting organised by BEAR at one location in their area.

The number of interfaces with local roads is relatively low and generally our respective works programmes do not impinge on one another.

Generally the liaison is good although there is room for improvement with better outcomes for sharing and collaboration.

## Extent of Units and Scope of Services – Local Authority Consultation

### Annex B

**Name of Organisation**

The Highland Council

**Postal Address**

Headquarters

Glenurquhart Road

Inverness

IV3 5NX

**Forename**

Richard

**Surname**

Evans

**Permissions**

We are content for our response, organisation name and address to be made available for discussion externally.

Yes

No

We are content for our response to be discussed externally but wish our organisation name and address to remain anonymous.

Yes

No



## **Annex C**

### **List of Consultees**

Convention of Scottish Local Authorities (COSLA)  
 Highlands and Islands Transport Partnership (HITRANS)  
 North-East of Scotland Transport Partnership (NESTRANS)  
 Office of the Scottish Roadworks Commissioner (OSRWC)  
 Shetland Transport Partnership (ZETTRANS)  
 Society of Local Authority Chief Executives (SOLACE)  
 Scottish Local Government Partnership (SLGP)  
 Society of Chief Officers of Transportation in Scotland (SCOTS)  
 South-East of Scotland Transport Partnership (SESTRAN)  
 South-West of Scotland Transport Partnership (SWESTRANS)  
 Strathclyde Partnership for Transport (SPT)  
 Tayside and Central Scotland Transport Partnership (TACTRAN)

#### Local Authorities via SOLACE/SCOTS/COSLA:

Aberdeen City	Highland
Aberdeenshire	Inverclyde
Angus	Midlothian
Argyll & Bute	Moray
Comhairle nan Eilean Sar	North Ayrshire
Clackmannanshire	North Lanarkshire
Dumfries and Galloway	Orkney
Dundee	Perth & Kinross
East Ayrshire	Renfrewshire
East Dunbartonshire	Scottish Borders
Edinburgh	Shetland Islands
East Lothian	South Ayrshire
East Renfrewshire	South Lanarkshire
Falkirk	Stirling
Fife	West Dunbartonshire
Glasgow	West Lothian

Further copies of this document are available, on request:

Transport Scotland, Buchanan House,  
58 Port Dundas Road, Glasgow, G4 0HF  
0141 272 7100

[info@transportscotland.gsi.gov.uk](mailto:info@transportscotland.gsi.gov.uk)

[www.transportscotland.gov.uk](http://www.transportscotland.gov.uk)

Any enquiries regarding this document should be sent to us at

[5GConsultation@transportscotland.gsi.gov.uk](mailto:5GConsultation@transportscotland.gsi.gov.uk)

An agency of  
Buidheann Ie



**The Scottish  
Government**  
Riaghaltas na h-Alba