

## Enterprise Resources Trading Service

## Roads Contracting Trading Service Performance Review

## 1 Financial Position

- 1.1 The Roads Contracting Trading Service is showing a surplus of £995,000 against a target surplus of £841,000 for the period to 23 December 2009.

	Annual Estimate £000	Year to Period 10 Estimate £000	Year to Period 10 Actual £000	Variance £000
Employee Costs	6,921	4,911	5,177	(266)
Property Costs	282	213	219	(6)
Supplies and Services	7,603	5,269	5,510	(241)
Transport and Plant	3,005	2,186	2,941	(755)
Administration Costs	1,038	792	825	(33)
Payments to Contractors	2,951	2,167	2,167	-
Financing charges	38	17	11	6
Total Expenditure	21,838	15,555	16,850	(1,295)
Total Income	22,932	16,396	17,845	1,449
Surplus	1,094	841	995	154

## 2 Maximising Attendance

- 2.1 Absence levels for Roads Contracting for the period 1 April 2009 to 31 December 2009 are contrasted with last year's performance as follows:

Table 2.1

	Hawbank East Kilbride	Larkhall	Clydesdale	Car Parks	Total Roads Contracting Manual	Staff	Total
Cumulative Average 2005/06	4.77%	2.85%	5.69%	5.17%	4.54%	3.62%	4.44%
Cumulative Average 2006/07	3.71%	6.11%	4.61%	4.49%	4.76%	1.79%	4.47%
Cumulative Average 2007/08	2.20%	6.84%	5.31%	4.66%	4.85%	1.15%	4.47%
Cumulative Average 2008/09	2.33%	3.95%	4.39%	6.53%	3.74%	1.70%	3.66%
Cumulative Average 2009/10	4.16%	6.60%	6.54%	4.80%	5.57%	2.44%	5.44%
April 2009	3.29%	5.70%	2.20%	5.52%	3.99%	0.41%	3.82%
May 2009	2.69%	6.70%	5.79%	11.51%	5.48%	8.02%	5.58%
June 2009	4.62%	6.69%	6.47%	2.76%	5.71%	0.00%	5.49%
July 2009	4.11%	5.62%	7.44%	2.96%	5.45%	3.86%	5.39%
August 2009	6.04%	6.60%	10.95%	1.44%	7.29%	0.53%	7.03%
September 2009	5.12%	4.55%	17.35%	0.69%	8.02%	0.00%	7.67%
October 2009	2.40%	7.06%	10.12%	1.72%	6.16%	0.00%	5.89%
November 2009	5.49%	9.52%	7.36%	1.08%	7.11%	0.00%	6.80%
December 2009	7.23%	8.93%	4.15%	1.32%	6.54%	0.00%	6.26%
Total Days Lost	118	152	63	4	337	0	337

- 2.2 Further analysis of the figures for manual employees shows the breakdown between the three main operational areas and car parks:-

**Table 2.2**

<b>December 2009</b>	Hawbank East Kilbride	Larkhall	Clydesdale	Car Parks	Total Roads Contracting Manual	Staff	Total
Short Term	4.10%	5.23%	0.86%	1.32%	3.36%	0.00%	3.21%
Long Term	3.12%	3.70%	3.29%	0.00%	3.18%	0.00%	3.04%
Total	7.23%	8.93%	4.15%	1.32%	6.54%	0.00%	6.26%

- 2.3 Monthly meetings, at a senior level, continue to monitor the attendance situation.

### **3 Service Level Agreement - Appraisal**

- 3.1 Projects operated under the above continue to progress satisfactorily being:-

#### **3.1.1 Routine and Cyclical Maintenance (4 Divisions) - Revenue**

Revenue works associated with the discrete schemes aimed at improving the Council's footway and carriageways network over 2009/10 are progressing with the following schemes listed for the Forums interest:-

#### **Clydesdale Area**

Strathaven Road, Lesmahagow Plane and Inlay	£78,000
Fence Terrace, Tillitulum Screed and overlay	£104,000

#### **East Kilbride Area**

Stroud Road, East Kilbride Carriageway resurfacing	£90,000
Mossneuk Road, East Kilbride Plane and inlay carriageway	£80,000

#### **Hamilton Area**

Netherburn Road, Netherburn Carriageway Resurfacing	£80,000
Muttonhole Road, Hamilton Carriageway resurfacing	£72,000

#### **Rutherglen/Cambuslang Area**

Westburn Road, Cambuslang Carriageway resurfacing and drainage	£70,000
Westcoats Road, Cambuslang Carriageway resurfacing	£61,000

### 3.1.2 Integrated Lighting Services

The service continues to operate satisfactorily. Examples of some of the improvement schemes recently completed are listed for information.

#### **North**

Murray Road, Westwood Road, East Kilbride (Phase 2)

Replacement Columns £92,500

#### **South**

Ayr Road, Ravenstruther

Replacement Columns £53,500

### 3.2 Road Investment Programme (2008-2016)

Roads Contracting Services will be responsible for delivering a major element of the recently approved £126m Roads Investment programme (2008-2016) and it is anticipated that the current workforce of 190 operatives will increase over the next 2-3 years to 205-210. Progress on these works will be provided to the Financial Resources Scrutiny forum on a regular basis.

### 3.3 Progress on the 124 Approved Schemes within the 2009-10 Capital Programme can be summarised as follows:-

	<u>Approved Schemes</u>	<u>Completed/ Ongoing</u>	<u>Programmed</u>
Clydesdale	32	21	11
Hamilton	39	34	5
East Kilbride	32	30	2
Rutherglen/Cambuslang	21	10	11
	124	95	29

## 4. **Performance Progress Report**

### 4.1 As agreed under the 10 year Service Level Agreement Roads Contracting Services have adopted a number of performance measures. The reporting framework is as follows:-

#### a) Customer Opinion 2009-10

10% of discrete schemes valued at over £50,000 are the subject of Customer Surveys.

Depot	No of surveys carried out	Overall Service	Site Set up	Site Assistance	Ease of Contact	Works Progress	Quality of Workmanship	Pre-start Info.
Clydesdale	1	88%	88%	88%	N/A	95%	89%	63%
Hawbank	8	75%	76.1%	76.8%	70.1%	74.7%	72.9%	60%
Larkhall	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A

50% is average

75% is good

100% is excellent

The performance figures above especially for Hawbank Depot are lower than would be ideal, this is due to some of the schemes being carried out early in the financial year where inclement weather led to works taking longer than expected. We are currently analysing our performance especially in the provision of pre start information and will report our findings to the next forum.

b) Quality 2009-10

A minimum of two quality audits are completed weekly which measure the quality of workmanship over a range of road worker activities.

Depot	No of quality audits	Target %	Actual %	No of corrective actions
Clydesdale	88	90-100	95	37
Hawbank	63	90-100	93	4
Larkhall	37	90-100	95	2

Ideally percentage compliance should be 100% however 90%+ is considered acceptable provided corrective and preventative measures are undertaken before the auditor leaves site.

c) Lighting Maintenance 2009-10

The Statutory Performance indicator for the period April 2009 to September 2009 which requires the Council to show the percentage of street lighting repairs completed within seven calendar days is 99.8% while the local indicator which shows the percentage of lamps lit after a random inspection is 99.2%.

d) Road maintenance 2009-10

The performance indicator details the percentage compliance with timescale for certain categories of repair work in accordance with the COSLA Code of Good Practice.

Category	Target	2009-10 2 <sup>nd</sup> Quarter	2008-09
Category 1 (within 24 hours)	95%	96.90%	97.48%
Category 2 (within 10 working days)	90%	83.55%	87.85%
Category 3 (within 28 working days)	90%	84.78%	91.88%

Performance in our Category 2 and 3 works is lower than the target, which is mainly due to resources concentrating on the completion of our major scheme programme, including the Roads Investment Programme. We have reinforced our requirement to complete these routine works within the targets above and also reminded Operational Team Leaders of the requirement to increase resources through the use of our Sub Contractors contracts to ensure these targets are met.

## 5. Winter Maintenance Report

- 5.1 During the Winter Season gritting operations are generated by a weather forecast specific to road conditions. The forecast is received three times daily from Meteogroup, the forecast provider. Winter activity is therefore in the main planned. The forecast can often be marginal and timing of adverse weather uncertain. In these circumstances a call out system operates and staff on stand-by are alerted. Scouting patrols are put in operation and used to advise decision making staff in Roads Service of the prevailing conditions and to initiate "call out" should the weather deteriorate quickly.

Summarised below are the actions by month this winter compared to previous years.

	Planned Carriageway Actions				Planned Footway Actions				Call out			
	06/07	07/08	08/09	09/10	06/07	07/08	08/09	09/10	06/07	07/08	08/09	09/10
October	0	3	13	1	0	0	1	0	0	1	0	0
November	22	12	24	15	1	1	2	1	2	1	3	0
December	37	40	59	78	9	16	33	26	1	3	3	0
January	33	30	55		10	12	28		1	5	4	
February	22	31	43		7	2	18		2	2	3	
March	20	26	16		3	3	2		1	0	0	

Successful operations of the response to emergencies including winter 2009/10

Month	Routes Treated	Late Start	Late Finish
October 2009	14	0	0
November 2009	380	0	2
December 2009	1951	0	0

### 5.2 Extreme Weather Conditions – Winter Maintenance

An extended period of extremely cold conditions began on 10 December and continued through the festive period, with the first significant snowfall on 16 December. From 10 December till 19 January temps have dropped below freezing every day with the lowest temperature of -15.7 degrees on the night of 7/8 January. Regular snowfalls have been experienced through the period with the heaviest of these being in Clydesdale. These conditions were experienced throughout the rest of Scotland and more recently throughout the UK.

Due to demand outstripping production capacity our salt supplier failed to meet his contractual requirements to maintain a minimum stock level and to replenish our stocks.

It became apparent that our salt stocks were running low and as such a decision was taken to:-

- Use a salt/sand mix on precautionary gritting routes
- Cease daytime routes, footways and refilling of grit bins

This approach is consistent with advice received from the Scottish Government Resilience Room and the County Surveyors Society.

During this period of almost unprecedented winter events the workforce have demonstrated great commitment and resilience, with 150 Roads operatives involved on a one week on, one week off basis. A further 90 Operatives from Community

Resources and 75 Operatives from Housing and Technical Resources have supplemented our resources since 6 January.

So far this year we have used 26000 tonnes of salt compared with 42,169 tonnes during 2008-09. This figure is not high relative to last years total, however due to relatively mild and wet conditions in October and November 2009 we had actually conducted 16 gritting operations in comparison to 37 for the previous year.

We are now looking at options to secure a capacity of 40,000 tonnes of salt under cover which is at the top end of likely total winter usage.

### 5.3 Cross Resource Working

Arrangements are in place and were utilised during the above period of adverse weather.

### 5.4 Other Adverse Weather

Flood scouting and culvert watch has continued where appropriate.

## 6. Health and Safety Update

- 6.1. The Council's Health and Safety Section recently issued the Health and Safety Report on accident statistics which can be summarised as follows. The figures indicated are the accumulative affect to the end of Quarter 3.

Area	Accidents Reported		Accidents Resulting Lost Time		Number of Days Lost		Approximate Cost		Number of Accidents Reported to HSE	
	2009/10 Qtr 3	2008/09 Qtr 3	2009/10 Qtr 3	2008/09 Qtr 3	2009/10 Qtr 3	2008/09 Qtr 3	2009/10 Qtr 3	2008/09 Qtr 3	2009/10 Qtr 3	2008/09 Qtr 3
Clydesdale	5	7	3	3	40	40	£4,134.00	£4,033.00	3	3
Hawbank	11	5	6	1	66	5	£6,821.11	£504.00	4	1
Larkhall	7	10	6	7	99	37	£10,231.65	£3,730.00	5	6
<b>Total</b>	<b>23</b>	<b>22</b>	<b>15</b>	<b>11</b>	<b>205</b>	<b>82</b>	<b>£21,186.76</b>	<b>£8,267.00</b>	<b>12</b>	<b>10</b>

- 6.2. Clydesdale sustained 5 days lost to Quarter 3 as a result of accidents involving: 1 struck by vehicle (2 days); and 3 days carried from an accident in the previous quarter.

Hawbank sustained 29 days lost to Quarter 3 as a result of accidents involving: 2 slip/trip/fall (13 days); 1 lifting and moving (15 days) and 1 struck by object (1 day).

Larkhall sustained 35 days lost to Quarter 3 as a result of accidents involving: 1 struck by vehicle (9 days); 1 lifting and moving (1 day) and 25 days carried forward from an accident in the previous quarter.

One major accident (fractured wrist) was reported during the period and none have been investigated by the Health and Safety Executive.

## 7. Business Plan Performance Reporting

- 7.1 Roads Contracting has produced a three year Business Plan which has been updated for 2009/10 – 2011/12 that identifies key objectives and a range of performance measures. The performance of the Service is in line with annual targets.

## 8. Employee Implications

- 8.1 None.

## **9. Financial Implications**

- 9.1 Roads Contracting Services is on target to achieve a greater than anticipated surplus in 2009-10.

## **10. Other Implications**

- 10.1 None.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 11.2 Regular consultation with the Trade Unions regarding employee related issues. In addition the Head of Roads and Transportation and the Head of Support Services provide regular updates to the workforce on the progress of the 10 year Service Level Agreement.

**Colin McDowall**

**Executive Director (Enterprise Resources)**

28 January 2010

### **Link(s) to Council Objectives and Values**

- Improve the Road Network and Public Transport
- Improve Community Safety
- Accountable, Effective and Efficient
- Sustained Development

### **Previous References**

- Report dated 5 November 2009

### **List of Background Papers**

- None

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:- Alan Colthart, Head of Support Services

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