

Enterprise Resources Trading Service

Roads Contracting Trading Service Performance Review

1. Financial Position

- 1.1. For the financial year 2010/11, the Roads Contracting Trading Operation is showing a surplus of £1,454,000 against a budgeted surplus for the period ended 21 January 2011, of £1,238,000.

	Annual Estimate £000	Year to Period 11 Estimate £000	Year to Period 11 Actual £000	Variance £000
Employee Costs	7,125	5,694	6,520	(826)
Property Costs	271	222	388	(166)
Supplies and Services	7,468	5,750	7,269	(1,519)
Transport and Plant	2,965	2,392	3,761	(1,369)
Administration Costs	973	720	757	(37)
Payment to Other Bodies	0	0	26	(26)
Payments to Contractors	2,951	2,499	2,977	(478)
Financing charges	38	19	14	5
Total Expenditure	21,791	17,296	21,712	(4,416)
Total Income	23,435	18,534	23,166	4,632
Surplus	1,644	1,238	1,454	216

2. Maximising Attendance

- 2.1. Absence levels for Roads Contracting for the period 1 April 2010 to 31 December 2010 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 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	4.51%	6.36%	7.33%	3.15%	5.85%	1.26%	5.66%
April 2010	7.79%	5.70%	2.80%	5.86%	5.52%	0	5.28%
May 2010	7.07%	1.84%	0.89%	4.68%	3.39%	0	3.24%
June 2010	4.10%	2.73%	5.72%	7.09%	4.25%	0	4.07%
July 2010	3.28%	4.76%	5.88%	5.95%	4.68%	0	4.48%
August 2010	1.70%	4.69%	6.93%	3.85%	4.36%	0	4.17%
September 2010	3.54%	3.31%	6.32%	0.06%	4.07%	0	3.89%
October 2010	5.64%	3.53%	6.40%	9.52%	5.39%	0	5.14%
November 2010	5.34%	3.20%	3.90%	6.64%	4.26%	0	4.08%

	Hawbank East Kilbride	Larkhall	Clydesdale	Car Parks	Total Roads Contracting Manual	Staff	Total
December 2010	4.98%	3.10%	3.84%	4.35%	3.97%	2.61%	3.91%
Cumulative Average 2010/11	4.83%	3.66%	4.73%	5.29%	4.43%	0.23%	4.19%

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

December 2010	Hawbank East Kilbride	Larkhall	Clydesdale	Car Parks	Total Roads Contracting Manual	Staff	Total
Short Term	3.02%	3.10%	1.42%	1.45%	2.50%	2.61%	2.50%
Long Term	1.95%	0.00%	2.43%	2.90%	1.47%	0.00%	1.41%
Total	4.98%	3.10%	3.85%	4.35%	3.97%	2.61%	3.91%

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 2010/11 are progressing with the following schemes listed for the Forums interest:-

Clydesdale Area

Escart Road, Carluke
Carriageway Surfacing £40,000

Bellstaine Gate, Carluke
Carriageway Surfacing £100,000

East Kilbride Area

Adelaide Road, East Kilbride
Footway Surfacing £50,000

St Leonards Road, East Kilbride
Footway Surfacing £40,000

Hamilton Area

Luss Brae, Hamilton
Carriageway Resurfacing £97,500

Bothwell Road, Hamilton
Footway resurfacing £62,000

Rutherglen/Cambuslang Area

Millrig Road, Rutherglen
Carriageway Resurfacing £60,000

Dunkeld Avenue, Cambuslang
Footway Resurfacing £25,000

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

A724 Hamilton Road, Cambuslang
Lighting Improvement £218,373

South

Various Locations, South Area
Highway Distribution Unit Refurbishment Programme £37,056

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 are being provided to the Financial Resources Scrutiny forum on a regular basis.

3.3 From the 102 approved schemes within the 2010-11 Capital Programme 76 are being completed by Roads Contracting Services as follows:

	<u>Approved Schemes</u>	<u>Completed/Ongoing</u>	<u>Programmed</u>
Clydesdale	23	19	4
Hamilton	15	15	0
East Kilbride	27	20	7
Rutherglen/Cambuslang	11	8	3
	76	62	14

The balance (26) will be completed through the Council's Partnership contract arrangement with Ronnie Docherty.

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 2010-11

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 Information
Hamilton	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Clydesdale	1	79%	81%	83%	85%	85%	91%	83%
Hawbank	4	75%	79%	83%	75%	73%	77%	76%

50% is average

75% is good

100% is excellent

(b) Quality 2010-11

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	53	90-100	96.78	23
Hawbank	47	90-100	99.02	6
Larkhall	52	90-100	99.69	8
Lighting	20	90-100	100.00	0

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 2010-11

The Local Performance indicator which requires the Council to show the percentage of street lighting repairs completed within seven calendar days is 99.24%.

(d) Road maintenance 2010-11

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

Category	Target	2010-11 2 nd Quarter	2009-10
Category 1 (within 24 hours)	95%	99.34%	98.17%
Category 2 (within 10 working days)	90%	90.36%	80.14%
Category 3 (within 28 working days)	90%	91.98%	85.10%

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			
	07/08	08/09	09/10	10/11	07/08	08/09	09/10	10/11	07/08	08/09	09/10	10/11
October	3	13	1	6	0	1	0	0	1	0	0	2
November	12	24	15	43	1	2	1	14	1	3	0	0
December	40	59	78	121	16	33	26	37	3	3	0	0
January	30	55	61		12	28	20		5	4	2	
February	31	43	43		2	18	15		2	3	2	
March	26	16	32		3	2	5		0	0	0	

Successful operations of the response to emergencies winter 2010/11

Month	Routes Treated	Late Start	Late Finish
October 2010	114	2	0
November 2010	1250	6	2
December 2010	3365	7	4

5.2 Extreme Weather Conditions – Winter Maintenance

This winter has again been one of extreme weather. December 2010 has been recognised as the coldest since records began. These low temperatures combined with significant snowfalls have caused major difficulties on the road network. The most significant snowfall was on 6 December where around 100mm fell across the area in a matter of 4 hours. Difficulties on the Trunk Road network led to grid lock in Hamilton, Cambuslang and Rutherglen and parts of East Kilbride. Despite these difficulties the main routes within South Lanarkshire remained passable.

Demand again has outstripped supply from our two salt suppliers and they have failed to meet their contractual requirements to maintain a minimum stock level and to replenish our stocks.

We commenced winter with over 21,000 tonnes of salt. Our current stock holding at 31 January 2011 is just above 6,000 tonnes.

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

During this period of extreme winter events the workforce has demonstrated great commitment and resilience, with the workforce working 12 hour shifts ensuring 24 hour working. So far this year our gritters have treated 224,000km - (the equivalent of over 5 times around the world). Our resources have been supplemented by up to 200 operatives from Community Resources. We have also utilised farmers and contractors to supplement Council resources.

So far this year we have used over 27,000 tonnes of salt, with current estimates of usage for the whole winter to be around 50,000 tonnes.

We now have 1342 grit bins on site, this is an increase of 117 from the previous year.

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	
	2010/11 Qtr 3	2009/10 Qtr 3	2010/11 Qtr 3	2009/10 Qtr 3	2010/11 Qtr 3	2009/10 Qtr 3	2010/11 Qtr 3	2009/10 Qtr 3	2010/11 Qtr 3	2009/10 Qtr 3
Clydesdale	3	5	3	3	44	40	£4,660.92	£4,134.00	3	3
Hawbank	10	11	5	6	124	66	£13,135.32	£6,821.11	3	4
Larkhall	4	7	2	6	23	99	£2,436.39	£10,231.65	1	5
Total	17	23	10	15	191	205	£20,232.63	£21,186.76	7	12

Notes: The figures indicated are the accumulative affect to the end of Quarter 3 and may include days carried forward from accidents that occurred in a previous quarter.

7. **Business Plan Performance Reporting**

7.1. Roads Contracting produces a three year Business Plan which has been updated for 2010/11 – 2012/13 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 are currently on target to achieve the budgeted surplus detailed in Section 1.1.

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 and the Roads Investment Programme (2008-2016).

Colin McDowall

Executive Director (Enterprise Resources)

4 February 2011

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 to Financial Resources Scrutiny Forum 11 November 2011

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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