

**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Customer Services*  
*Executive Director: Douglas Hendry*



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*30 August 2017*

**NOTICE OF MEETING**

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 7 SEPTEMBER 2017** at **11:00 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director of Customer Services

**BUSINESS**

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES** (Pages 1 - 6)  
Environment, Development and Infrastructure Committee held on 6 April 2017
4. **DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT**  
**FQ4 2016-17 AND FQ1 2017-18** (Pages 7 - 22)  
Report by Executive Director – Development and Infrastructure Services
5. **ROADS ASSET MANAGEMENT PLAN (RAMP)** (Pages 23 - 50)  
Report by Executive Director – Development and Infrastructure Services
6. **ARGYLL AND BUTE COUNCIL FERRIES** (Pages 51 - 56)  
Report by Executive Director – Development and Infrastructure Services
7. **SAFETY CRASH BARRIERS** (Pages 57 - 62)  
Report by Executive Director – Development and Infrastructure Services
8. **WINTER SERVICE POLICY 2017/18** (Pages 63 - 92)  
Report by Executive Director – Development and Infrastructure Services

- 9. EXTERNAL AMENITY CONTRACTS** (Pages 93 - 96)  
Report by Executive Director – Development and Infrastructure Services
- 10. SUSTAINABLE COMMUNITY INITIATIVES FUND** (Pages 97 - 102)  
Report by Executive Director – Development and Infrastructure Services
- 11. FESTIVE LIGHTING** (Pages 103 - 110)  
Report by Executive Director – Development and Infrastructure Services
- 12. FERRY SERVICES - POLICY REVIEW BY SCOTTISH GOVERNMENT** (Pages 111 - 118)  
Report by Executive Director – Development and Infrastructure Services

#### **REPORTS FOR NOTING**

- 13. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN AS AT SEPTEMBER 2017** (Pages 119 - 120)

### **Environment, Development and Infrastructure Committee**

Councillor John Armour	Councillor Gordon Blair
Councillor Bobby Good	Councillor Donald Kelly
Councillor David Kinniburgh	Councillor Jim Lynch
Councillor Donald MacMillan	Councillor Roderick McCuish (Chair)
Councillor Sir Jamie McGrigor	Councillor Jean Moffat
Councillor Aileen Morton	Councillor Ellen Morton (Vice-Chair)
Councillor Gary Mulvaney	Councillor Alastair Redman
Councillor Alan Reid	Councillor Andrew Vennard

Contact: Sandra Campbell Tel: 01546 604401

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE  
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD  
on THURSDAY, 6 APRIL 2017**

**Present:** Councillor Ellen Morton (Chair)

Councillor John Armour	Councillor Alex McNaughton
Councillor Anne Horn	Councillor Aileen Morton
Councillor David Kinniburgh	Councillor Len Scoullar
Councillor Alistair MacDougall	Councillor Sandy Taylor
Councillor Robert G MacIntyre	Councillor Richard Trail
Councillor Donald MacMillan	Councillor Dick Walsh
Councillor Bruce Marshall	

**Also Present:** Councillor Robin Currie

**Attending:** Cleland Sneddon, Chief Executive  
Pippa Milne, Executive Director – Development and Infrastructure Services  
Jim Smith, Head of Roads and Amenity Services  
Patricia O’Neill, Central Governance Manager  
Mark Steward, Marine and Coastal Development Manager  
Matt Mulderrig, Development Policy Manager  
Craig Wilson, Economic Growth Officer (Tourism)  
Bill Halliday, Community Services Team Leader - West

**1. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Elaine Robertson.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. MINUTES**

The Minute of the Environment, Development and Infrastructure Services Committee meeting held on 19 January 2017 was approved as a correct record.

**4. DEVELOPMENT AND INFRASTRUCTURE SERVICES FQ3 2016/17  
PERFORMANCE REPORT**

A report presenting the Development and Infrastructure Services departmental performance report with associated scorecard performance in FQ3 2016-17 (October to December 2016) was considered.

**Decision**

The Committee noted:-

1. the content of the Development and Infrastructure Services Performance Report and associated Scorecards for Financial Quarter 3 2016/17; and

2. that Ofcom have been invited to make a presentation to a future Council Seminar.

(Reference: Report by Executive Director - Development and Infrastructure Services, submitted)

Councillor Robert G MacIntyre joined the meeting during consideration of the foregoing item.

\* **5. FESTIVE LIGHTING**

A report providing a summary of the 2016/17 festive lighting installation was considered. This report also proposed that modifications be made to the switching arrangements to make future years displays more straightforward to commission.

**Decision**

The Committee:-

1. noted that Officers are engaging with community groups involved in festive lighting to shape proposals for future years delivery by community groups and agreed that a report be taken to the August EDI Committee or equivalent Committee, providing an update on community uptake;
2. agreed that a strategic approach be taken to scope a simplified switching process for festive lighting and to make a request to an appropriate future Committee that an earmarked reserve be allocated to provide a simplified switching system for the festive lighting; and
3. agreed that the balance of any remaining funding from the original £300k to be allocated to the Area Committees be used for long term, sustainable festive lighting outcomes (estimated to be £50k per Area Committee).

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2017, submitted)

**6. SUSTAINABLE COMMUNITY INITIATIVES**

A report providing Members with a range of potential proposals in which the £200k earmarked allocation from the 2017 budget meeting could be invested was considered. The report considered a number of sustainable community initiatives which could be beneficial for the amenity and environment of Argyll and Bute.

**Decision**

The Committee agreed:-

1. the allocation of the £200,000 funding as detailed at paragraph 4.3 in the report
2. to delegate to the Executive Director – Development and Infrastructure Services to prioritise and allocate funding for Community Bid applications based on the criteria set out in paragraph 4.5 of the report; and

3. that a review be undertaken in 9 months' time on the success or otherwise of this programme and that a report be brought back to the appropriate Committee by the Executive Director – Development and Infrastructure Services.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2017, submitted)

## **7. GRASS CUTTING PROPOSALS**

Consideration was given to a recommendation from the Mid Argyll, Kintyre and the Islands Area Committee of 1 March 2017 regarding external amenity contracts across all areas.

### **Decision**

The Committee agreed that a report be submitted to the appropriate Committee by the Executive Director – Development and Infrastructure Services providing detail on the external amenity contracts across all areas.

(Reference: Extract from Minute of Mid Argyll, Kintyre and the Islands Area Committee held on 1 March 2017 and report by Executive Director – Development and Infrastructure Services dated February 2017, submitted)

## **8. ARGYLL ENTERPRISE WEEK - REVIEW OF 2016 AND APPROACH FOR 2017**

A report providing the Committee with a summary of the review of Argyll Enterprise Week 2016 and outlining the approach to delivering Argyll Enterprise Week in 2017 was considered.

### **Decision**

The Committee agreed:-

1. to note the content of the report; and
2. the approach for delivering Argyll Enterprise Week 2017.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 24 February 2017, submitted)

Councillors Donald MacMillan and Sandy Taylor left the meeting during consideration of the foregoing item.

## **9. SCOTTISH GOVERNMENT DRAFT ENERGY STRATEGY AND ASSOCIATED DOCUMENTS**

On 24 January 2017 the Scottish Government published its draft Energy Strategy which sets out their vision for the energy sector to 2050. In addition to energy generation the strategy also considers heat, energy efficiency and transport and is accompanied by four additional consultation documents: Onshore Wind Policy Statement; Scotland's Energy Efficiency Programme; Local Heat and Energy Efficiency Strategies and District Heating; and Unconventional Oil and Gas. A report

providing a brief overview of the Energy Strategy and the basis of proposed responses in relation to the consultation documents on behalf of Argyll and Bute Council was considered.

### **Decision**

The Committee agreed to note the draft responses to the consultation documents contained within the appendices and delegate authority to Officers to finalise the responses on behalf of Argyll and Bute Council.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 24 March 2017, submitted)

## **10. CONSULTATION ON THE LONG TERM MANAGEMENT OF THE CROWN ESTATE IN SCOTLAND**

A report providing the Committee with an update on the formulation of a response to the Scottish Government's consultation on the Long Term Management of the Crown Estate in Scotland was considered.

### **Decision**

The Committee agreed:-

1. the Officer response set out in Appendix A of the report and submitted to the Scottish Government by the deadline of 29 March 2017; and
2. to instruct the Executive Director – Development and Infrastructure Services to write a letter to the Scottish Government advising that with reference to question 33 "Should the future arrangements in Orkney, Shetland and the Western Isles be considered first", the Committee were strongly of the view that if a pilot goes ahead that Argyll and Bute should be involved.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillors Donald MacMillan and Sandy Taylor returned to the meeting during discussion of the foregoing item.

## **11. ANNUAL PLANNING PERFORMANCE REPORT**

Consideration was given to a report updating Members on planning performance matters, particularly those relating to the Service's contribution to the delivery of sustainable economic growth. The report also drew attention to recent feedback received from the Scottish Government in relation to performance and highlighted some examples of recent activity.

### **Decision**

The Committee:-

1. agreed to note the content of the report and the positive feedback received from the Scottish Government; and

2. congratulated the department on the successful performance that it puts in on a consistent basis.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 9 March 2017, submitted)

## **12. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN**

The Committee gave consideration to the Environment, Development and Infrastructure Services work plan as at April 2017.

### **Decision**

The Committee noted the work plan as at April 2017.

(Reference: Environmental Development and Infrastructure Services work plan as at April 2017, submitted)

## **13. VALEDICTORY ADDRESS**

The Chair commented that this has been one of the most interesting Committees to be a Member of due to the variety of issues dealt with. She thanked all the Members of the Committee for all their help and input given.

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**ARGYLL AND BUTE COUNCIL**
**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE**
**Development and Infrastructure**
**7 SEPTEMBER 2017**


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**DEVELOPMENT AND INFRASTRUCTURE SERVICES  
PERFORMANCE REPORT FQ4 2016-17 AND FQ1 2017-18**


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**1.0 INTRODUCTION**

- 1.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 1.2 This paper presents the Environment, Development and Infrastructure Committee with the Development and Infrastructure Services departmental performance report with associated scorecard for performance in FQ4 2016-17 (January to March 2017) and FQ1 2017-18 (April to June 2017).

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee reviews the scorecard as presented.

**3.0 DETAIL**

- 3.1 The performance scorecard for Development and Infrastructure Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the services that make up Development and Infrastructure Services.

**4.0 IMPLICATIONS**

5.1	Policy	None
5.2	Financial	Inherent
5.3	Legal	The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Ensuring performance is effectively scrutinised by members
5.7	Customer Service	Inherent

**For further information contact:** Pippa Milne, Tel 01546 604076

**APPENDICES**

FQ4 2016/17 Performance reports and scorecards – Development and Infrastructure Services

FQ1 2017/18 Performance reports and score cards – Development and Infrastructure Services

**Key successes**

1. The council met with Royal Navy leaders in January for the first meeting of the Senior Management Group focused upon the Strategic Delivery and Development Framework that will consider key themes such as education, economy, community facilities, communication, transportation and housing following the signing of the Memorandum of Understanding (MOU) between the UK Government, the Royal Navy and Argyll and Bute Community Planning Partnership. The UK Government's investment of £1.7 billion in the redevelopment of HMNB Clyde at Faslane will see current staffing numbers of 6,800 grow to 8,200 by 2020, and during the construction phases support 1,000 contractor jobs.
2. The commitment from leading aerospace companies to help develop the business case for Campbeltown took a significant step forward with the announcement by Discover Space UK that it has agreed Memoranda of Understanding (MOU) with leading Space science and technology firms to work on investigating the potential for a horizontal launch spaceport. Argyll and Bute Council, Discover Space UK, supported by Highlands and Islands Enterprise also attended a successful parliamentary reception hosted by our local MP at Westminster aimed at firmly putting the former RAF Airbase at Machrihanish, Campbeltown on the map as a key contender for the UK's first spaceport.
3. The Single Investment Plan designed to attract millions of pounds of funding to Argyll and Bute and used by the council to negotiate a Rural Growth Deal with the UK and Scottish Governments was approved by the Policy and Resources Committee. Intended to attract jobs and people that will bring long-term prosperity the plan identifies key business sectors and highlights a range of national and regional investment projects based upon 5 key areas for growth, namely high quality broadband; more affordable housing and business accommodation; modern transport links; improved branding and marketing of the area; and sufficiently trained and skilled workforce to meet local employment needs.
4. Dunoon and Rothesay are set to benefit from over £1.5 million of Conservation Area Regeneration Scheme funding from Historic Environment Scotland. Rothesay's seafront will benefit from £500k of that funding for repairs and improvements and £1 million will fund regeneration work in Dunoon. These investments come on top of the CHORD investment programmes worth £2.4 million and £8.3 million respectively.
5. The launch of *ThinkDunoon*, the name given to the charrette aimed at engaging local people in the design process of their community held planning and design workshops in the newly refurbished Wooden Pier building in late March. In excess of 350 people attended the workshops and a community feedback session takes place in mid-April.

6. Priority buildings in part of the Inveraray Conservation Area Regeneration Scheme have been given a new lease of life. The Town House, Chamberlain's House, The Old Temperance Hotel and Relief Land have all benefitted from this ambitious conservation project made possible through the £970k Historic Environment Scotland award and £350k council contribution.
7. Construction work to regenerate Hermitage Park in Helensburgh got underway with a sod cutting event. The event involved in excess of 100 representatives of the community, funders, local councillors and officers associated with the £3.3 million pound restoration and redevelopment. The event marked the start of the works programme.
8. New guidance aimed at making the initial stages of the planning process easier whilst protecting and enhancing biodiversity was launched. The guidance includes a checklist for invasive non-native species, helps developers accommodate important species and provide information on how biodiversity can be incorporated into development sites.
9. Building Standards awarded the verifier license by the Scottish Ministers for the geographic area of Argyll and Bute for a further 6 year period commencing May 2017. Of the 32 local authorities, only 17 were awarded this license duration. The service also supplemented their local building warrant income with an additional £90k of income from other local authority area work.
10. Fleet Services generated £125k of commercial income meeting demand from the private sector for vehicle mechanic services.
11. Argyll and Bute has 900 bridges each requiring programmed inspection every 2 years. The annual programme of bridge inspections was advanced ahead of target with 413 inspections carried out against programme of 348. Bridge projects complete during this period included Knock Bridge on Mull where temporary weight arrangements prevented closure. Strengthening works have now commenced and are due to be completed in by early summer. Duck Bay south access road bridge also required essential work and careful traffic management. These works completed ahead of the busy Easter period.
12. Scottish Passenger Transport confirmed a 2017/18 capital programme worth £475k for Helensburgh bus infrastructure upgrades; Helensburgh Park and Ride; and Helensburgh and Lomond Cycleway.
13. More than £100k of Smarter Choices, Smarter Places projects were delivered including the £40k cycle counter upgrade covering 19 cycle and walking routes; and £26k for Helensburgh Active Travel Signage.
14. A comprehensive funding review was undertaken of the previous 5 years of Argyll and Isles Tourism Cooperative (AITC) in order to establish future funding arrangements.

15. 26 new filming enquiries were dealt with, some of which have resulted in further enquiries as well as actual and potential future productions. 6 productions were filmed in Argyll and Bute during this period including a commercial with 20 cast and crew for a day in Port Ellen, Islay.
16. 44 new business start-ups were supported during this quarter bringing the year to date to 104 against a target of 100. 47 new jobs were created bringing the total to 109. Business survival for the 12 months to December 2016 stood at 70%, above target of 62% and above the national benchmark of 67%. Customer satisfaction was recorded at 100%.
17. Amenity services supported local community beach clean-ups in Luss and Arrochar providing refuse bags, litter pickers and uplifting the litter collected. Other community interest for similar support is also welcomed.
18. More than half (50.8%) of the waste collected during this quarter went for recycling following the introduction of the waste and recycling service changes.
19. Planning approval continues to be above the 95% target, with 97% of applications approved. This quarter approvals granted included 5 affordable houses at Lower Kilchattan, Isle of Colonsay where there is an urgent demand for affordable housing on the island. Approval was also given for Phase 3 of Beinn an Tuirc Windfarm on Kintyre for the installation of 18 additional turbines.

### **Key challenges**

1. Address the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.
2. Realise the full potential of the marine infrastructure to support economic growth; undertake a review of Piers and Harbours fees and charges; and a review of marine service operating expenditure.
3. Address planning fee income reductions due in part to the reduction of applications for large scale development. This

### **Actions to address the challenges**

1. Develop a new Waste Strategy based upon a new 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance.
2. Ensure that effective consultations, communications and management of the work streams necessary to undertake the review of Piers and Harbours fees and charges. Progress economic opportunities inherent in the Marine Sector independently and collaboratively; and ensure that future marine service operating costs are sustainable.
3. Continue to progress a range of actions to address the reduction

<p>creates budgetary challenges in the face of rising smaller scale planning application numbers. Year to date, planning applications decisions are 5% higher than at the same period last year 1,280 compared with 1,218. Pre-applications have also risen, 8% higher than the same period last year, 1184 compared to 1093.</p> <ol style="list-style-type: none"> <li>4. Convert managerial action on sickness absence into improved attendance performance essential to the delivery of services.</li> <li>5. Create parking turnover in the centre of our towns that supports local businesses and consumers, ensuring there is enough short-stay and long-stay parking.</li> <li>6. Address the financial challenges associated brought about by flooding events and resourcing the council's liabilities with the Flood Risk Management Plan.</li> <li>7. Strengthen and replace bridges in order to reduce the number of roads with weight restrictions, prioritising those strategically placed on the network and minimising the risk of disruption to communities and the local economy in the event of unplanned road closure.</li> <li>8. Secure funding that ensures that there is an integrated approach to the five key infrastructure priorities identified in the Single Investment Plan (SIP) namely delivering, high quality mobile and broadband; a wide range of housing and business accommodation; improved transport links; improved marketing and promotion of Argyll and Bute; and improved skills and staff required to grow the local economy.</li> <li>9. Address Argyll and Bute's declining population, retaining people, particularly younger people in the area.</li> </ol>	<p>in planning fee income. These include digital process efficiency by making the most of e-planning and e-building standards and thoroughly reviewing working processes; carefully managing expenditure; and seeking income generation from private and public business opportunities.</p> <ol style="list-style-type: none"> <li>4. Continue to support managers in their efforts to improve performance attendance, effectively apply the council's Maximising Attendance Policy and build upon the improved performance.</li> <li>5. Continue to progress the programme of consultative parking reviews across the area to highlight any issues and to make changes in order to address parking issues as far as possible.</li> <li>6. Continue to work with SEPA and other Local Plan District partners managing flood risk, this will include studies, the preparation of Surface Water Management Plans and working with the Local Plan district groups to deliver a programme of actions. The council will be preparing Surface Water Management Plans and working with plan district groups to deliver a programme of actions and confirming the financial allocations for the first 6 year cycle of the Flood Risk Management Plan.</li> <li>7. Essential and preventive works to bridges have been included in the Strategic Asset Management Plan (SAMP) and Asset Strategic Risk Register (ASOR) thereby prioritising resources to the area's roads infrastructure as appropriate.</li> <li>8. Progress the Single Investment Plan (SIP) with its key purpose of identification of potential funding mechanisms for critical infrastructure projects that will help create a step change in the delivery of economic growth through an anticipated Rural</li> </ol>
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10. The result of the Europe Referendum has the potential to have far reaching implications for the Argyll economy. Argyll is a net benefactor of EU funding through Pillar One and Two funding streams that cover aspects such as agriculture payments and programmes such as LEADER. Argyll currently has approximately 1,600 EU citizens working in industries such as tourism, construction and fish processing. If there is a loss of free movement of labour there may be implications for those industries.

Growth Deal (RGD) agreed with the Scottish and UK Governments.

- 9. Focusing upon the opportunities for economic growth aligned to the four priorities outlined in Scotland's Economy Strategy – Investment; Innovation; Internationalisation; and Inclusive Growth prioritised in the Council's Strategic Economic Development Action Plan as well as taking advantage of the opportunities that the Rural Resettlement Fund brings.
- 10. Economic Development will maximise the use of existing funding and represent Argyll and Bute Council issues.



Making Argyll and Bute a place people choose to live, learn, work and do business

### Development and Infrastructure Scorecard 2016-17

Scorecard owner

**Pippa Milne**

FQ4 16/17

[Click for Full Outcomes](#)

**P** Priorities for 2015-17: Dev't & Infrastructure

IMPROVEMENT					<i>Status Trend</i>	
Improvement Plan Outcomes DI	Total No	Off track	On track	Complete		
Outcomes	23	2	0	21		
CARP Development & Infrastructure	Total No	Off track	On track	Complete	<b>G</b>	<b>→</b>
	10	0	10	0		
<b>Customer Service DI</b>	Number of consultations				2	
Customer Charter	Stage 1 complaints		64 %	<b>R</b>	<b>↑</b>	
Customer satisfaction 90 %	<b>G</b>	Stage 2 complaints		100 %	<b>G</b>	<b>↑</b>
DI Services Audit Recommendations	<b>R</b>	Overdue	Due in future	Future - off target		
		2 <b>↓</b>	10 <b>↑</b>	0 <b>→</b>		
DI Average Demand Risk	Score	8	Appetite	8	<b>→</b>	
DI Average Supply Risk	Score	7	Appetite	7	<b>→</b>	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete		
Service H&S Plan Actions	0	2	39	27		
H&S Investigation Actions						

### RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
Sickness absence DI		3.03 Days	3.67 Days	<b>R</b> <b>↓</b>
PRDs % complete		90 %	91 %	<b>G</b>
<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals DI	£K 2,545	£K 2,198 <b>R</b> <b>↓</b>		
Capital forecasts - current year DI	£K 11,519	£K 10,250 <b>R</b> <b>↓</b>		
Capital forecasts - total project DI	£K 116,479	£K 116,536 <b>A</b> <b>↓</b>		
Asset management red risks	6	On track	4	<b>R</b> <b>→</b>

**Development and Infrastructure Scorecard 2016-17**

FQ4 16/17

Click for Full Scorecard

SOA Outcome - The economy is diverse and thriving <span style="float:right">A</span>			
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	19	<span style="color:green">G</span>
	On track	18	<span style="color:blue">↑</span>
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	<span style="color:yellow">A</span>
	On track	3	<span style="color:blue">→</span>
RA04 Capital projects improve the transport infrastructure	Success Measures	6	<span style="color:green">G</span>
	On track	6	<span style="color:blue">→</span>
RA05 High level of street cleanliness	Success Measures	1	<span style="color:green">G</span>
	On track	1	<span style="color:blue">→</span>
RA06 Sustainable disposal of waste	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
SOA Outcome - We have infrastructure that supports sustainable growth <span style="float:right">A</span>			
ET02 A&B better connected, safer & more attractive	Success Measures	6	<span style="color:yellow">A</span>
	On track	5	<span style="color:blue">↓</span>
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	<span style="color:yellow">A</span>
	On track	1	<span style="color:blue">→</span>
PR07 Creation of well designed and sustainable places ...	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
RA07 Marine Services - maintenance/management of piers/harbours/slips	Success Measures	1	<span style="color:green">G</span>
	On track	1	<span style="color:blue">→</span>

SOA Outcome - People live in safer and stronger communities <span style="float:right">A</span>			
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
ET04 Harness the potential of the third sector ...	Success Measures	3	<span style="color:green">G</span>
	On track	3	<span style="color:blue">→</span>
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
PR03 Secure standards re public health & health protection ...	Success Measures	3	<span style="color:yellow">A</span>
	On track	2	<span style="color:blue">↓</span>
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
PR06 We live and work in an environment which is safe, promotes health & supports local economy	Success Measures	3	<span style="color:yellow">A</span>
	On track	2	<span style="color:blue">↑</span>
RA01 Proportionate, safe and available roads infrastructure	Success Measures	4	<span style="color:yellow">A</span>
	On track	2	<span style="color:blue">→</span>
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
SOA Outcome - People live active, healthier and independent lives <span style="float:right">G</span>			
PR08 Protect health of our communities through effective partnership working	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>
Supporting Outcome - Service Delivery Enablers <span style="float:right">G</span>			
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	<span style="color:green">G</span>
	On track	2	<span style="color:blue">→</span>

**Key successes**

1. The Dunbeg Corridor Strategic Masterplan was approved by the council's planning, protective services and licensing committee. Over the next six years 300 homes will be built in the first phase with at least 75 homes set aside for affordable housing.
2. Rothesay Townscape Heritage project was awarded almost £1.9 million following a successful submission of the stage two, Heritage Lottery Fund bid. The grant means that the town around Victoria and Montague streets will benefit from almost £2.7 million of repairs and improvements. The council has already committed £200k to the project and £500k has been from Historic Environment Scotland.
3. All major works to Inveraray's architectural significant buildings at Relief Land have been completed and works at Arkland are due to be completed later in the summer. These projects represent in excess of £2 million of public and private investment.
4. The Inveraray Project Masterplan, part of wide-ranging programme to regenerate and revitalise the historic planned town was approved. Over the next [x]years the plan provides for the development for 180 homes with at least 45 homes set aside for affordable housing. Further development set out in the masterplan includes new business units, tourism and hotel provision, community facilities including the provision for play parks.
5. Following the well-attended Crinan Canal Charrette, the first phase of the regeneration of the Gleaner Oil site in Ardrishaig has been awarded £580k from the Regional Capital Grant Fund. Initial work will focus on the area closest to Pier Square and the refurbishment of the shore site building.
6. With support from the council, the Strategic Timber Transport Scheme has awarded £554k for Argyll and Bute highway, verge and drainage improvements. Roads to benefit will be the B845/C31 Kilchrenan; C30 West Loch Awe; C38 Kilmichael Glen; and B8003 Ormidale.
7. A programme of bus infrastructure improvements in Helensburgh and Lomond are underway as a result of Strathclyde Passenger Transport allocating £100k from their capital programme. These works will include bus shelter replacements and access improvements for mobility impaired passengers.
8. Helensburgh and Lomond Cycleway received a funding boost worth £75k from Strathclyde Passenger Transport to match fund a new section at Cardross following Sustrans award of the same value funding land acquisition and design. Future Sustrans funding for

Argyll and Bute projects are also being pursued to a combined value of £644k.

9. The Dunoon Conservation Area Regeneration Scheme (CARs) got underway during this period following £1 million of secured investment and a successful public consultation carried out in 2016, the Conservation Area extension was confirmed.
10. The second breakwater was put in place during this period that allows the Oban Maritime Quarter transit berthing to become operational over the summer. Valued at £2.5m this project has attracted Regeneration Capital Grant Fund and Highlands and Islands Enterprise investment valued at £1m.
11. Administered by the council, £972k of European Maritime Fisheries funding was made available to benefit local fishing communities, aquaculture and maritime industries. Grants of up to 50% are available for projects meeting FLAG objectives. The grant application submission deadline for the first round was 11<sup>th</sup> August. There was one submission which is currently being technically assessed.
12. Business Gateway accepted 16 new clients onto the European Regional Development Funded Local Growth Accelerator Programme bringing the total to 49 since the launch in November 2016. To date, one third of the programme valued at £175k has been awarded through 26 grants. The programme has 18 months left to run.
13. Over 400 people participated in the Local Development Plan 2 call for ideas consultation using the Scottish Government's Place Standard tool. The tool was designed to engage communities and develop an understanding of how people feel about their area and has been hailed as a success in engaging the community.
14. Ahead of schedule, Knock Bridge, an 18<sup>th</sup> century category B listed building on the B8035 on Mull reopened following essential strengthening work. The work completed allows the bridge to carry up to 33 tonnes removing the temporary 7.5 tonne weight limit.
15. Planning approval continues to be above target, with 97% of applications approved. Planning application numbers were fairly stable on the same periods in previous years, however the service recorded its best ever planning application processing times, averaging 8.7 weeks against target of 10 weeks.
16. 33 new filming enquiries were overseen, some of which have resulted in further enquiries as well as actual and potential future productions, including one confirmed drama. 12 productions were filmed in Argyll and Bute during this period including a feature film which involved a cast and crew of 100 for 4 days in the area.
17. Regulatory Services supported the safety and success of Oban Live, Fyne Fest and Tiree Music Festival with further key festival safety preparations ongoing to support Bute Fest.

The 'Argyll190' motorcycle route created by the council continues to promote safe motorcycling on one of the most scenic routes starting at Inveraray then travelling around both sides of the Kintyre peninsula. The initiative seeks to encourage motorcyclists to visit more of Argyll, read more: [Argyll190](#)

<b><u>Key challenges</u></b>	<b><u>Actions to address the challenges</u></b>
<ul style="list-style-type: none"> <li>Address the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a new Waste Strategy based upon a new 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance.</li> </ul>
<ul style="list-style-type: none"> <li>Realise the full potential of the marine infrastructure to support economic growth; undertake a review of Piers and Harbours fees and charges; and a review of marine service operating expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that effective consultations, communications and management of the work streams necessary to undertake the review of Piers and Harbours fees and charges. Progress economic opportunities inherent in the Marine Sector independently and collaboratively; and ensure that future marine service operating costs are sustainable.</li> </ul>
<ul style="list-style-type: none"> <li>Continuing uncertainty over fluctuating building standards and planning application fee income due to economic uncertainty and a reduction in applications for large scale development.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to progress a range of actions to address the reduction in fee income and maintain performance levels These include close monitoring of all expenditure; commercial income generation including processing work on behalf of other local authorities; pursuit of Customer Service Excellence across all planning and regulatory services; and digital process efficiency making the most of e-planning and e-building standards.</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen and replace bridges in order to reduce the number of roads with weight restrictions, prioritising those strategically placed on the network and minimising the risk of disruption to communities and the local economy in the event of unplanned road closure.</li> </ul>	<ul style="list-style-type: none"> <li>Essential and preventive works to bridges have been included in the Strategic Asset Management Plan (SAMP) and Asset Strategic Risk Register (ASOR) thereby prioritising resources to the area's roads infrastructure as appropriate.</li> </ul>

<ul style="list-style-type: none"> <li>• Address the financial challenges brought about by flooding events and resourcing the council's liabilities with the Flood Risk Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with SEPA and other Local Plan District partners managing flood risk, this will include studies, the preparation of Surface Water Management Plans and working with the Local Plan district groups to deliver a programme of actions. The council will be preparing Surface Water Management Plans and working with plan district groups to deliver a programme of actions and confirming the financial allocations for the first 6 year cycle of the Flood Risk Management Plan.</li> </ul>
<ul style="list-style-type: none"> <li>• Satisfactorily undertake a Review of Advice Services.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an action plan with partners agencies to deliver the agreed recommendations through the Welfare Reform Group.</li> </ul>
<ul style="list-style-type: none"> <li>• Potential changes in the way that trading standards and scientific services are accessed and in future by customers and the council.</li> </ul>	<ul style="list-style-type: none"> <li>• Compile a briefing on Trading Standards North of Scotland Alliance work and continue to work with SCOTSS and other local authorities to review proposals. Continue to monitor progress and review of scientific services in Scotland and assess the impact of the decision of the council.</li> </ul>
<ul style="list-style-type: none"> <li>• Continued effective CHORD Programme management including addressing the complexities of the funding model involving eight partners supporting the redevelopment of Rothesay Pavilion.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective working with Rothesay Pavilion Charity and all funding partners to secure commitments and contribution to the overall costs of the project.</li> </ul>
<ul style="list-style-type: none"> <li>• Resolve the current LEADER programme on-line application system (LARCS) that supports a streamlined grant application process for applicants and LAG members which in turn supports the strategic delivery of the LEADER programme across Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• Concerns have been raised via Highlands and Islands European Partnership to the Scottish Government. LEADER coordinators have also expressed their concerns to the Scottish Government Minister.</li> </ul>
<ul style="list-style-type: none"> <li>• Inability to resource infrastructure necessary to achieve economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress the Single Investment Plan (SIP) with its key purpose of identification of potential funding mechanisms for critical infrastructure projects that will help create a step change in the</li> </ul>

	<p>delivery of economic growth through an anticipated Rural Growth Deal (RGD) agreed with the Scottish and UK Governments.</p>
<ul style="list-style-type: none"> <li>• Address Argyll and Bute's declining population, retaining people, particularly younger people in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Focusing upon the opportunities for economic growth aligned to the four priorities outlined in Scotland's Economy Strategy – Investment; Innovation; Internationalisation; and Inclusive Growth prioritised in the Council's Strategic Economic Development Action Plan as well as taking advantage of the opportunities that the Rural Resettlement Fund brings.</li> </ul>
<ul style="list-style-type: none"> <li>• Argyll is a net benefactor of EU funding through Pillar One and Two funding streams that cover aspects such as agriculture payments and programmes such as LEADER. Argyll currently has approximately 1,600 EU citizens working in industries such as tourism, construction and fish processing. If there is a loss of free movement of labour there may be implications for those industries.</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development will maximise the use of existing funding and represent Argyll and Bute Council issues.</li> </ul>
<ul style="list-style-type: none"> <li>• Convert managerial action on sickness absence into improved attendance performance essential to the delivery of services.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support managers in their efforts to improve performance attendance, effectively apply the council's Maximising Attendance Policy and build upon the improved performance.</li> </ul>



[Click here for Full Scorecard](#)

### Management Information

#### RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence DI		2.98 Days	3.07 Days	<b>R</b>	↑
DI % of PRDs completed		90 %	89 %	<b>R</b>	↓

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals DI	€K 2,182	€K 2,182	<b>G</b>	↑
Capital forecasts - current year DI				
Capital forecasts - total project DI				

Asset management red risks	6	On track	1	<b>R</b>	→
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#### IMPROVEMENT *Status Trend*

Improvement Plan Outcomes DI	Actions	Total No	Off track	On track	Complete
		18	13	4	1

DI Services Audit Recommendations	<b>R</b>	Overdue	Due in future	Future - off target
		1 ↑	2 ↓	0 →

<b>Customer Service DI</b>	Customer satisfaction	92 %		↑
Customer Charter	Stage 1 Complaints	64 %	<b>R</b>	↓
Number of consultations	2 Stage 2 Complaints	63 %	<b>R</b>	↓

[Click here for Council Scorecard](#)

Roads and Amenity Services

Planning and Regulatory Services

Economic Development and ST

Priorities for 2015-17: Dev't & Infrastructure

[Click here for Management Information](#)

### Making A&B a place people choose to live

ABOIP Outcome No.5 - People live active, healthier and independent lives

[Related Business Outcomes](#)

ABOIP Outcome No.6 - People live in safer and stronger communities

[Related Business Outcomes](#)

ABOIP Outcome No.4 - Children and young people have the best possible start

[Related Business Outcomes](#)

### Making A&B a place people choose to learn

ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all

[Related Business Outcomes](#)

### Making A&B a place people choose to work

ABOIP Outcome No.1 - The economy is diverse and thriving

[Related Business Outcomes](#)

ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth

[Related Business Outcomes](#)

### Making it happen

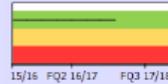
Supporting Outcome - Service Delivery Enablers

[Related Business Outcomes](#)

**BO01 The health of our people is protected through effective partnership working [D&I Dept]**

Aligns to ABOIP Outcome No. 5

Success Measure **C** ⇒



**BO14 Our transport infrastructure is safe and fit for purpose [D&I Dept]**

Aligns to ABOIP Outcome No. 6

Success Measure **C** ↑



**BO24 Waste is disposed of sustainably [D&I Dept]**

Aligns to ABOIP Outcome No. 2

Success Measure **A** ↓



**BO05 Information and support are available for everyone [D&I Dept]**

Aligns to ABOIP Outcome No. 5

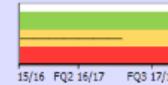
Success Measure **C** ⇒



**BO15 Argyll and Bute is open for business [D&I Dept]**

Aligns to ABOIP Outcome No. 2

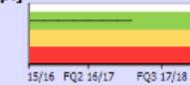
Success Measure **A** ⇒



**BO25 Access to and enjoyment of the natural and built environments is improved [D&I Dept]**

Aligns to ABOIP Outcome No. 2

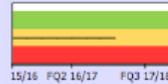
Success Measure **C** ⇒



**BO12 High standards of public health and health protection are promoted [D&I Dept]**

Aligns to ABOIP Outcome No. 6

Success Measure **A** ⇒



**BO22 Adults are supported to realise their potential [D&I Dept]**

Aligns to ABOIP Outcome No. 3

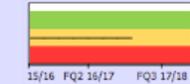
Success Measure **C** ⇒



**BO27 Infrastructure and assets are fit for purpose [D&I Dept]**

Aligns to Council Outcome MIH

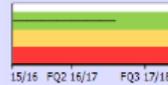
Success Measure **A** ⇒



**BO13 Our built environment is safe and improved [D&I Dept]**

Aligns to ABOIP Outcome No. 6

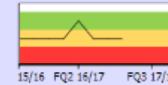
Success Measure **C** ⇒



**BO23 Economic growth is supported [D&I Dept]**

Aligns to ABOIP Outcome No. 1

Success Measure **A** ⇒



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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND  
INFRASTRUCTURE SERVICES

SEPTEMBER 2017

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ROADS ASSET MANAGEMENT PLAN (RAMP)

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## 1.0 EXECUTIVE SUMMARY

- 1.1 The RAMP forms part of a suite of documents used to manage the roads asset. The RAMP informs the Annual Status and Options Report and the Road Maintenance Manual by defining the targets and strategies used to develop annual works programmes when the council's budget for roads has been agreed.
- 1.2 The purpose of the RAMP is to enable an asset management system to be developed for managing road assets on a long term basis delivering best value. The Council need to adopt an efficient and consistent approach to asset management, with the collection, processing and recording of road inventory and road condition information, for the purpose of both local and national needs assessment, management and performance monitoring.
- 1.3 It is recommended that the RAMP is endorsed by Members.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT &  
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND  
INFRASTRUCTURE SERVICES**

**SEPTEMBER 2017**

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**ROADS ASSET MANAGEMENT PLAN (RAMP)**

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**2.0 INTRODUCTION**

- 2.1 The purpose of the RAMP is to enable an asset management system to be developed for managing road assets on a long term basis delivering best value. The Council need to adopt an efficient and consistent approach to asset management, with the collection, processing and recording of road inventory and road condition information, for the purpose of both local and national needs assessment, management and performance monitoring.
- 2.2 It is widely recognised that the application of modern asset management practises can enable improved value for money. In these challenging times it is essential the Council embraces these methods and strives to ensure that funding is invested as wisely as possible.

**3.0 RECOMMENDATIONS**

- 3.1 That Members endorse the RAMP.

**4.0 DETAIL**

- 4.1 The Road Asset Management Plan (RAMP) records the Council's plans for the maintenance of the road asset. The plan aims to improve how the road asset is managed and enable best value for money. It is essential that an affordable level of investment is put into the road network to maintain and improve one of the vital assets of the council. The "road asset" comprises of carriageways, footways, structures, street lighting, traffic management systems and street furniture.
- 4.2 This version of the RAMP supersedes the previous version. This RAMP has been written in a more accessible style and has been updated to provide a current position.

4.3 The RAMP has been produced in accordance with national guidance and recommended good practice, developed through the Society of Chief Officers for Transportation in Scotland (SCOTS). It is part of a suite of documents required by the SCOTS group and aligns with the Roads Maintenance Manual and the ASOR (annual status and options report)

4.4 The purpose of the RAMP is to:

- Formalise strategies for investment in Road Asset groups
- Define service standards
- To identify and take account of the needs of road users and stakeholders

## 5.0 CONCLUSION

5.1 The RAMP informs the Annual Status and Options Report and the Road Maintenance Manual by defining the targets and strategies used to develop annual works programmess when the Council's budget for roads has been agreed

## 6.0 IMPLICATIONS

6.1 Policy	None known
6.2 Financial	Appropriate Levels of Investment are required to support the delivery of a sustainable roads network maintenance regime.
6.3 Legal	None known
6.4 HR	None known
6.5 Equalities	None known
6.6 Risk	Road network condition will deteriorate without an effective strategy and supported Roads Asset Management Plan.
6.7 Customer Service	The RAMP identifies and considers the needs of the customer / road users.

**Executive Director Pippa Milne Development and Infrastructure  
Head of Roads and Amenity Services Jim Smith**

**Policy Lead Roderick McCuish**

August 2017

**For further information contact:** Kevin McIntosh, Roads Performance Manager,  
Tel: 01546 604621

## **APPENDICES**

Appendix 1 Roads Asset Management Plan (RAMP)

**Appendix 1 – Roads Asset Management Plan (RAMP)**



# **ROADS ASSET MANAGEMENT PLAN (RAMP)**

<b>Author</b>	Roads Performance Manager
<b>Owner</b>	Head of Roads & Amenity Services
<b>Date</b>	June 2017
<b>Version</b>	2.0

## Foreword

The purpose of the RAMP is to enable an asset management system to be developed for managing road assets on a long term basis delivering best value. The Council need to adopt an efficient and consistent approach to asset management, with the collection, processing and recording of road inventory and road condition information, for the purpose of both local and national needs assessment, management and performance monitoring.

Roads asset management can be defined as:

“A structured, long term approach to planning optimal maintenance and eventual renewal of infrastructure.”

It is widely recognised that the application of modern asset management practices can enable improved value for money. In these challenging times it is essential the Council embraces these methods and strives to ensure that funding is invested as wisely as possible.

This document sets out Argyll and Bute Council’s plan for road assets for the period 2017/2020 and recognises the increasing traffic volumes and occurrences of extreme weather. It is essential that an affordable level of investment is injected into the roads network to maintain the council’s largest and vital assets.

In Argyll and Bute we are responsible for a vast geographical area resulting in our road network being the largest asset that the council is responsible for. It is used daily by the majority of our residents and businesses and is fundamental to the social, economic and environmental wellbeing of our community. It is therefore vital that this asset is well managed and maintained within our designated budgets.

**DOCUMENT CONTROL & COUNCIL APPROVAL**

Version Number/Date	
1.0	Draft passed to Network and Standards Manager June 2017
1.1	Revised Draft passed to Head of Service July 2017
2.0	Presented to Environment, Development and Infrastructure Committee in September 2017
Next Update Due	Annual review of Plan to reflect changes in budgets or service standards April 2018

**RESPONSIBILITY FOR THE PLAN**

The persons responsible for the delivery of and updating of this plan are shown below

Position	Name	Responsible for
Roads (Network) Performance Manager	Kevin McIntosh	Review and update of RAMP

## CONTENTS

Page 4	Introduction
Page 6	Inventory Data
Page 9	Customer Expectations
Page 10	Asset Valuation
Page 13	Hierarchy
Page 15	Service Standards
Page 18	RCI
Page 19	Budget Allocation
Page 20	Financial Summary
Page 21	Programme of works
Page 22	Conclusions and Recommendations

## INTRODUCTION

The Road Asset Management Plan (RAMP) records the Council's plans for the maintenance of the road asset. The plan aims to improve how the road asset is managed and enable best value for money. It is essential that an affordable level of investment is put into the roads network to maintain and improve this vital asset of the council. The "roads asset" comprises of carriageways, footways, structures, street lighting, traffic management systems and street furniture.

The RAMP has been produced in accordance with national guidance and recommended good practice, developed through the Society of Chief Officers for Transportation in Scotland (SCOTS). It is part of a suite of documents required by SCOTS with other key documents being the Roads Maintenance Manual and the ASOR (Annual Status and Options Report)

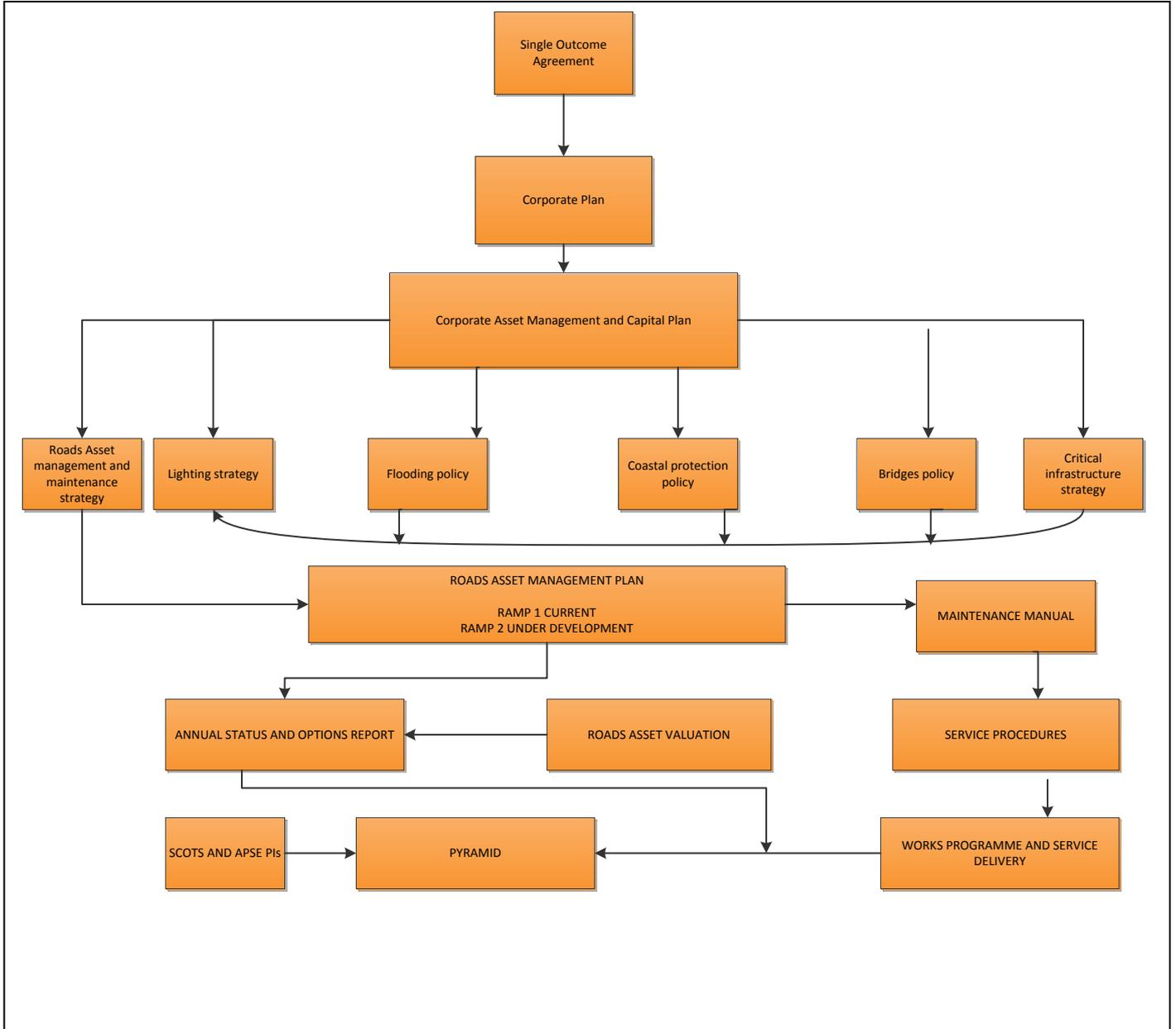
The purpose of the RAMP:

- To formalise strategies for investment in Road Asset groups

- To define service standards

- To identify and take account of the needs of road users and stakeholders

The RAMP relates to the Council’s other strategic documents and plans as illustrated below:



The RAMP informs the Annual Status and Options Report and the Road Maintenance Manual by defining targets and strategies used to develop annual works programmes when the council’s budget for roads has been agreed.

### Inventory Data

The collection of inventory data is vital. We need to have an accurate record of what we have, how much we have and this should be recorded on an ongoing basis.

This plan is based upon currently available data for Roads assets. For some minor Roads Assets inventory data is not currently held therefore the information regarding these assets are estimations.

Improvements to inventory data collection must be delivered by the available resources and within current funding parameters.

WDM is the council’s Roads Maintenance Management system. It uses server based technology to deploy modules using client and web browser interfaces. All modules adopt a common GUI and feature query building, map presentation, reporting and data collection platform. In Argyll and Bute we currently use the Lighting Management System (LMS), the Pavement Management System (PMS), the Structure Management System (SMS) and the Routine Maintenance System (RMS) which has been designed for managing both cyclic and non-cyclic maintenance operations.

### Breakdown of our assets

ASSET GROUP	ASSET ELEMENTS	Quantity/Unit
Carriageways	Carriageway including passing places	2310 KM
Car Parks	Off Street car parks, on street car parking	114
Cycleways/paths	Cycleways – adjacent to or part of the road	
Drainage	Small culverts, gullies, ditches	9672
Environmental	Verges, cuttings	
Footways/Paths	Footways – adjacent to the carriageway	420 KM estimated
Lighting	Lighting columns, lamps, brackets, cabling, pillars, ducts, illuminated signs and bollards	14,422 Lighting columns
Road Markings	All lines, coloured surfacing	Covering 599.17m
Road Restraint Systems	Vehicle safety barriers, pedestrian barriers	Covering 178.28m
Signs	Non Illuminated signs	5009
Street Furniture	Benches, Seats, litter bins, non-illuminated bollards, cycle stands, etc.	6893
Structures	Bridges, retaining walls, large culverts	2825
Traffic Signals	Signalised junctions, signalised pedestrian crossings, detection equipment, cabling, ductwork and bollards	11 signalised Junctions and pedestrian crossings

**Assets not covered**

The following infrastructure is not included in this RAMP:

Roads, Footways and Car Parks not maintained by the Council e.g. Trunk Roads, schools and parks.

Privately owned bridges carrying public roads e.g. Network Rail, British Waterways.

Roads, footways or cycleways that are not adopted under the Roads (Scotland) Act 1984 as Public Roads including over 80 km of private road over which there is a public right of passage.

Drainage attenuation ponds or water related infrastructure that does not form part of the adopted public road network.

Land

Public rights of Way/Open spaces

Street furniture belonging to Public Utility Companies

Public CCTV systems

**Asset Growth**

The asset growth is minimal each year due to the adoption of new roads.

**Road lengths total (Km)**

April 2016 – 2308.54

April 2017 – 2310 Km Increase of 1.458km to our unclassified roads

New assets create the need for maintenance and associated funding in future years as these additional assets age.

### **Traffic Growth and Composition**

Timber traffic places demand on some of our routes although this is well managed through regular liaison with the Argyll Timber Transport Group. Suitable routes and management plans have been developed to minimise any potential damage to the public road network. Working together with this group has also enabled a number of road improvements to be carried out throughout Argyll.

The introduction of Road Equivalent Tariffs (RET) which underpins the Scottish Government commitment to providing cheaper ferry fares along with an increase in interest in our island's distilleries have resulted in more visitors to the west coast. More money is being invested in Fish farms resulting in more employees and more traffic. All these developments are great for the local economy but place greater demands on roads asset.

### **Environmental Conditions**

Long periods of inclement weather can put further pressure on the assets. Winters have caused significant damage to road surfaces as a result of increased incidents of freeze thaw cycles. Localised flooding and landslides can cause significant damage to road infrastructure. 23% of our A roads are constructed on peat. These incur greater construction and maintenance costs and may require restrictions on the weight of vehicles using the road. We also have a number of unbound roads which are difficult to maintain. It is therefore important that sufficient priority is given to undertaking adequate preventative maintenance measures to improve the resilience of our network.

### **Utility Activity and the Importance of the SRWR**

Utility activity can have an effect on the maintenance of the road assets. Statutory undertakers are responsible for carrying out their own reinstatements although these may be contracted and/or sub-contracted to others. The recording of reinstatements allow for guarantee periods to be enforced by the Roads Authority, a 2 year guarantee period for standard depth excavations and a 3 year period for deep excavations. Both Roads Authorities and Undertakers (Utilities) have a statutory duty to register works on the Scottish Roadworks Register (SRWR). The register is a central tool for road works authorities and utility companies to use to assist them in the planning and coordination of works on Scottish roads. The general public's perception of poorly co-ordinated road works is typified by a road being dug up within months of being newly resurfaced by an undertaker or roads authority. The primary objectives are to aid the co-ordination of works to minimise the chance of this occurring and protect our new surfaces and reduce future maintenance costs.

**CUSTOMER EXPECTATIONS**

The expectations of road users need to be sought and understood as part of the asset management process. Customer satisfaction surveys would be a useful tool to obtain data and gauge customer opinion and the department is considering how these could be used.

The Council provides a front line service to customers on behalf of all the Council departments through the Oracle Frontline CRM Solution both over the telephone and via face to face contact at local customer service points throughout the area.

The council makes use of social media posting relevant information for road users whilst encouraging the travelling public to engage with this interface providing updates on road conditions, weather and travel.

Our Transformation Projects Manager is currently working on measures to improve customer services in Roads, modernising and developing better communications and customer feedback models that will lead to improved customer satisfaction and ensure that roads and lighting faults are dealt with timeously.

The table below provides information and detail on the number of Roads and Lighting faults reported to the council in 2016/17

<b>SERVICE AREA</b>	<b>Email</b>	<b>Telephone</b>	<b>Face to Face</b>	<b>Website</b>
<b>Road Faults</b>	<b>236</b>	<b>1213</b>	<b>289</b>	<b>191</b>
<b>Winter Maintenance</b>	<b>15</b>	<b>115</b>	<b>21</b>	<b>21</b>
<b>Lighting Faults</b>	<b>88</b>	<b>1189</b>	<b>268</b>	<b>171</b>

The table below provides information on the number of Roads and Lighting faults that Elected Members reported to the council in 2016/17

<b>Road Faults</b>	146
<b>Road Signage</b>	13
<b>Traffic Management</b>	8
<b>Winter Maintenance</b>	8

Requests for service from Elected Members come in through our Members Casebook where they are picked up and distributed to the appropriate local area where they are dealt with timeously and if necessary a service request is generated

**Asset Valuation**

**Road Asset Management Plan**

Asset Type	Gross Replacement Cost	Depreciated replacement cost	Annual depreciation charge
Carriageway	£2,146,238,607	£1,803,468,407	£27,085,333
Footways	£68,219,717	£54,147,275	£642,157
Street Lighting	45,756,683	£24,667,593	£1,178,871
Structures	£551,022,444	£543,723,485	£1,287,312

Data source – WGA valuation spreadsheet 2016

The valuation figures above illustrate the massive financial value of the roads asset. The Council are required to report these figures annually and on the basis of a depreciated replacement cost.

**Historical expenditure**

Carriageways Investment in £ millions							
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Capital	£7.02	£4.64	£8.11	£9.05	£8.26	£7.42	£5.11
Revenue	£3.13	£6.02	£4.80	£4.23	£3.96	£4.93	£3.61
Total Spend	£10.15	£10.66	£12.91	£13.28	£12.22	£12.36	£8.72
Footways (Revenue)	£215,907	£186,990	£61,675	£226,263	£187,066	167,127	163,232
Footways (Capital)	Nil	£144,057	£0	£271,265	£81,609	272,156	156,987
Cycleways (Capital)	Nil	£552,449	£0	£93,954	65,341	£0 (all work grant funded)	£0 (all work grant funded)

Street Lighting							
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Capital	£585,647	£740,616	£729,376	£532,925	£551,264	£562,800	£156,266
Revenue	£619,130	£623,624	£815,379	£375,416	£356,724	£387,984	£510,855

The above information shows a gradual increase in expenditure from 2010/11 and 2013/14 then a reduction in 2015/16 which coincides with reducing budgets across the country. The trend is likely to continue downwards as councils are expected to find more savings in the coming years.

**Carriageways**

**Road Asset Management Plan**

The strategy for carriageways is to invest where possible in preventative maintenance in order to reduce the rate of deterioration of the asset. This includes treatments such as surface dressing to seal the carriageway surface and prevent ingress of water.

Category	Description	Basis of Strategy
Reactive Repair	Repair of defect to current intervention standards and response times	It is intended to facilitate an increase in the number of defects repaired on a permanent right first time basis and reduce the number of temporary repairs requiring repeat visits
Planned Maintenance Preventative	A programme of planned maintenance activities to meet with agreed service standards	To ensure an adequate level of identified preventative maintenance is undertaken annually to improve resilience of the carriageway to adverse weather events, reduce the rate of deterioration, protect investment, increase the service life of treatments and lower whole of life costs
Planned Maintenance Corrective	A programme of prioritised capital funded treatments	The strategy consists of investing in a programme of planned surfacing treatments that are targeted towards specific sections of the network based on several factors such as network condition, traffic, value, lifecycle cost etc. that will contribute to improving network contribute to improving network condition and communities quality of life expectations

**Street Lighting**

The aim of the maintenance strategy is to ensure that all street lights are operating 99% of the time and all columns are in a safe condition. If a “dark lamp” is identified the council work within a five working day response time to have it repaired. If the dark lamp is part of a section fault then the repair time increases to within a 20 working day response period. A programme of lantern replacement with new energy efficient (LED) lanterns is underway.

Category	Strategy	Comments
Routine and reactive repair	Repair of defects to current intervention standards and response times.	The strategy requires the deployment of available resources on emergency and other non-emergency repairs.
Planned Maintenance Preventative	Bulk lamp change	No bulk lamp changes are undertaken due to the LED replacement programme.
Planned Maintenance Corrective	Programme of structural renewal	Columns are renewed as resources and funding allows, there are no set targets.
Carbon/Energy reduction	Programme of lantern replacement	The LED replacement programme is expected to be completed by the end of March 2018

**Footways**

Road Asset Management Plan

The strategy for footways is to invest where possible on preventative maintenance to reduce the rate of deterioration of the asset.

Category	Strategy	Comments
Routine and Reactive Repair	Repair of defects to current intervention standards and response times.	The strategy requires the deployment of available resources on emergency and non-emergency repairs such as slab replacement, patching, kerb replacement.
Planned Maintenance Preventative	A programme of preventative treatment of bituminous footways in the initial stages of deterioration.	Works are prioritised on a needs basis at area level.
Planned Maintenance Corrective	Programme of resurfacing/renewal or strengthening of footways.	Asset data is being collated for footway condition. The annual scanner survey system surveys carriageways. Footway condition is assessed by safety inspections.

**Structures**

The Council's structures team carries out regular inspections on the bridges.

Category	Strategy	Comments
Routine and Reactive Repair	Repair of defect to current intervention standards and response times	The strategy requires the deployment of a bridge repair team to carry out emergency works and other non-emergency repairs
Strengthening (council structures)	Strengthening of bridges currently assessed as being weak.	The strategy involves planning necessary strengthening works in line with asset condition and available budgets
Bridge renewal	Replacement or refurbishment	The strategy provides treatments based on the level of capital funding available

**Street Furniture**

Annual inspections are carried out to identify furniture in need of replacement

Category	Strategy	Comments
Routine and Reactive Repair	Repair of defect to current intervention standards and response times	Response to reported defects due to our wide geographical area will be prioritised to make the most effective use of the available resources to carry out necessary repairs
Replacement of assets	Renewal of assets that have deteriorated beyond repair	Assets are replaced only when they are no longer able to fulfil intended function or in response to being damaged. In this case efforts would be made to recover the costs from third parties.

Based on the “well-maintained Highways” the code of practise for Highway Maintenance Management and in order to prioritise the allocation of available funds it is necessary to establish a hierarchy of roads, footways and cycleways within the network. This has been determined to reflect the needs, priorities and actual use of each road.

**Table 1 – Carriageway Hierarchy**

<b>Carriageway Category</b>	<b>Hierarchy Description</b>	<b>Type of Road General Description</b>	<b>Description</b>
1	Motorway	N/A	N/A
2	Strategic Route	Principal A Roads between Primary destinations	Routes for fast moving long distance traffic with little frontage access or pedestrian traffic. Speed limits generally in excess of 40mph with few junctions
3a	Main Distributor	Major Urban Network & Inter-Primary links. Short to medium distance traffic	Routes between strategic routes and linking urban centres to the strategic network with limited frontage access. In urban areas speed limits are usually 40mph or less
3b	Secondary Distributor	Classified Roads (B & C Class) and unclassified urban bus routes carrying local traffic with frontage access and frequent junctions	In rural areas these roads link the larger villages and HGV generators to the Strategic and Main Distributor Network. In built up areas these roads have 30mph speed limits and high pedestrian activity
4a	Link Road	Roads linking between the Main & Secondary Distributor Network with frontage access and frequent junctions.	In rural areas these roads link the smaller villages to the distributor roads. They are of varying width and not always suitable of carrying two way traffic. In urban roads they are residential or industrial with 30mph speed limit.
4b	Local Access Road	Roads serving limited numbers of properties carrying only access traffic	In rural areas these roads serve small settlements and provide access to individual properties and land. They are often single lane and unsuitable for HGV. In residential areas they are residential loop roads or cul-de-sacs.

**Road Asset Management Plan**

An effective regime of inspection, assessment and recording is a crucial part of road maintenance. It will provide the basic information for addressing the key objectives of the road maintenance plan.

Tables (1 &2) showing the hierarchy's are also used to determine the frequency that safety inspections are carried out on any part of the network. The basis of establishing the frequency of inspection is where it is based in the hierarchy. Table 3 shows the frequency of safety inspections in relation to the hierarchy.

**Table 2 Footway Hierarchy**

Category	Category Name	Description
1(a)	Prestige Walking Zones	Very busy areas of town centres with high public space and Street scene contribution.
1	Primary Walking Routes	Busy urban shopping and business areas and main pedestrian routes.
2	Secondary Walking Routes	Medium usage routes through local areas feeding into primary routes, local shopping centres etc.
3	Link Footways/ Footpaths	Linking local access footways through urban areas and busy rural footways.
4	Local Access Footways/ Footpaths	Footways associated with low usage, short estate roads to the main routes and cul-de-sacs

**Table 3 – Safety Inspection Frequency**

Feature	Description	Category	Frequency
Roads	Strategic Routes	2	Up to 12 pa (min 10)
	Main Distributor	3(a)	Up to 12 pa (Min 10)
	Secondary Distributor	3(b)	Up to 12 pa (Min 10)
	Link Road	4(a)	4 pa
	Local Access	4(b)	Annually
	All other locations (car parks)		Annually
Footways	Prestige Walking Zone	1(a)	Up to 12 pa (Min 10)
	Primary Walking Routes	1	Up to 12 pa (Min 10)
	Secondary Walking Routes	2	4 pa
	Link Footway	3	2 pa
	Local Access Footways	4	Annually
Cycle Route	Part of Carriageway	Yet to be categorised	
	Remote from Carriageway		
	Cycle Trails		

### **Service Standards**

This plan is based upon delivering service standards to each asset type. This will be the levels of service that our communities can expect to be delivered over the plan period. Defining appropriate service standards is a key function of good asset management and facilitates better planning of necessary maintenance works to make best use of available resources and help reduce peak demands on limited resources.

Establishing target levels of service requires some basic information

Activity to be targeted – For example, patching, gully maintenance

Asset inventory – if available

Target level of service – this is the desired frequency of service

Maintenance cost – the cost for a single service event per unit of measure

Activity budget – the funding allocation for the activity code

By using the available data the target level of service can be established so that a physical quantity of works, based on a standard unit of measure can be determined for each core maintenance activity budget. This information can then be used to develop annual programmes of work to deliver the desired levels of service.

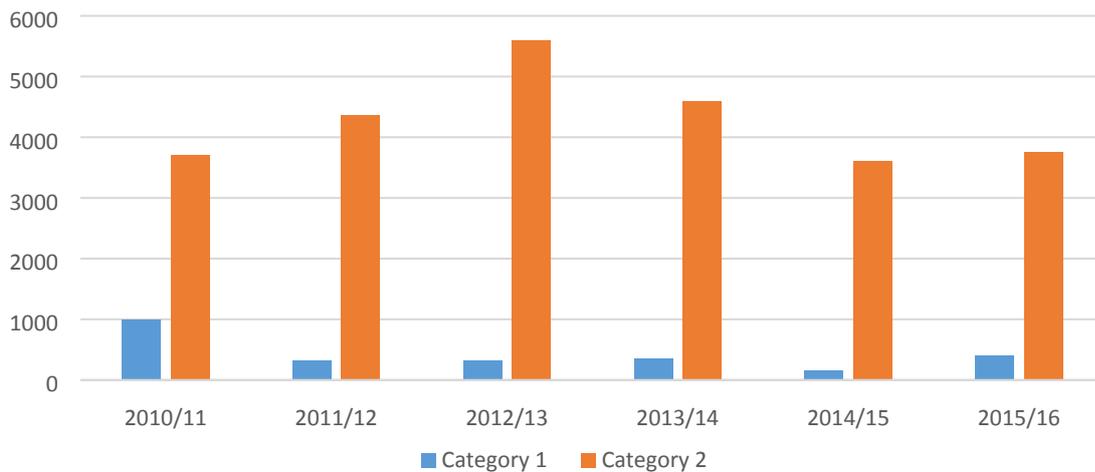
**Intervention Levels and Response Time for Defects**

Category 1: represent a high risk to road users and should be corrected or made safe at the time of inspection, if reasonably practicable. If it is not possible to correct or make safe the defect at the time of inspection, emergency repairs to make safe should be carried out within 36 hours.

Category 2: repair within 7 calendar days allowing a more proactive approach to be adopted for those defects that represent a medium risk to road users or because there is risk of short term structural deterioration.

The table below details the number of category 1 and 2 defects identified in Argyll and Bute and reported to APSE/ SCOTS since 2010/11. The graph shows a general downward trend 2012 - 2015, indicating less reactive maintenance being required however there was a slight increase in the category 1 and 2 defects identified/recorded in 2015/16.

Carriageway Defects



**Performance Indicators from SCOTS Comparison Report (Society of Chief Officers of Transportation in Scotland)**

SERVICE	Measured By	Performance	
		2011/12	2015/16
<b>Carriageways</b>			
Safety	Percentage of Cat 1 defects made safe within response times	75.08%	93.21%
	Percentage of safety inspections completed on time	63.75%	85.25%
Condition	Percentage of all roads to be considered for maintenance treatment	58.81%	57.7%
	Percentage of "A" Class roads to be considered for maintenance treatment	47.66%	44.5%
	Percentage of "B" Class roads to be considered for maintenance treatment	67.42%	65.0%
	Percentage of "C" Class roads to be considered for maintenance treatment	64.77%	62.6%
	Percentage of unclassified, non-principal roads network where maintenance should be considered	56.54%	58.6%
	Percentage of carriageway length treated	6.08%	3.61%

Service	Measured by	Performance	
Street Lighting		2011/12	2015/16
	Percentage of repairs within 7 days	96.9%	89.4%

Structures		2011/12	2015/16
Condition	No of Council owned bridges failing assessment	16	28
	No of Council bridges weight restricted (excluding acceptable weight restrictions)	12	10
	Bridge Stock Condition Indicator (An alternative method is used to assess the condition of our bridges)	92%	89.04%

Performance indicator data is collected for the annual SCOTS/APSE performance return. These indicators are collected across Scottish and Welsh authorities and can be used for comparison or benchmarking purposes. The Council also operates a system called Pyramid which enables local indicators to be developed for use by the authority. Presented on scorecards for the service and for each area, these are scrutinised by councillors and senior management on a quarterly basis.

Road Asset Management Plan

Asset management planning includes making informed budgetary decisions taking into account the strategic options presented.

Noted that the Audit Scotland report identifies Argyll and Bute Council as the fifth most improved and one of the fastest improving councils due to our increased investment in roads maintenance, while (at the time of writing the report in August 2016) ranking roads condition in the area lowest in Scotland

The results of the RCI survey are used to classify roads into 3 categories:

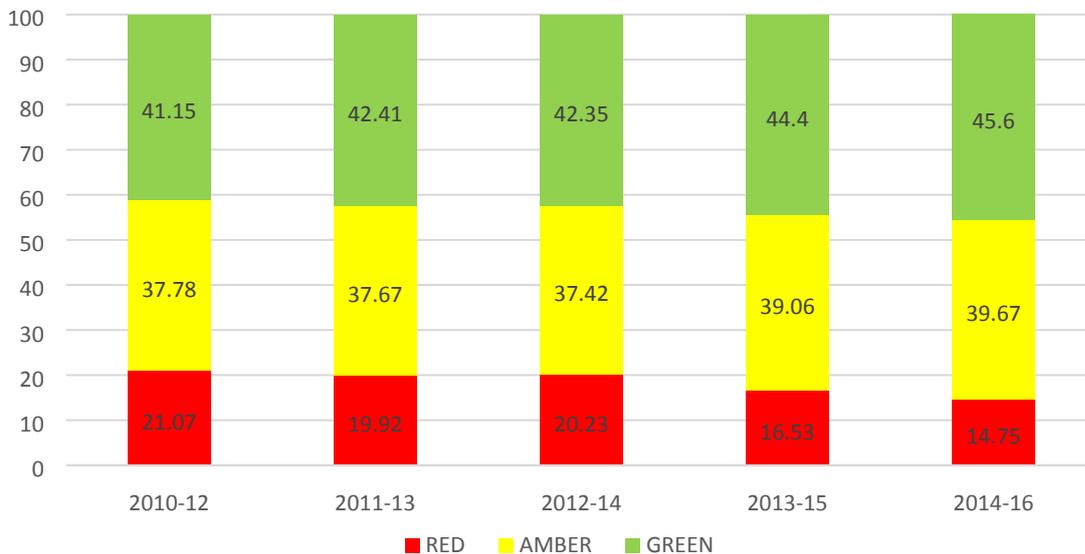
**GREEN** - roads are in acceptable condition.

**AMBER** - some deterioration is apparent on the roads and should be investigated to determine the best time to carry out planned maintenance treatment.

**RED** – roads are in poor condition and are likely to require repairs within one year.

Road Condition Survey results for Argyll and Bute from 2009 – 2016 are shown below. Argyll and Bute roads do not score well against the national road condition survey which produces the Road Condition Index. The national survey is not designed to assess peat roads which reduce the Council’s score.

Road Condition Index survey results 2010-2016



An increase in the green category is a direct result of increased investment from 2012-2015 plus our strategic approach to roads maintenance.

### Budget Allocation 17/18

Asset management planning includes making informed budgetary decisions. Ideally the service standard targets will be based upon the following predicted funding levels for the next 3 years, however we only know about this year's funding. Updates required to the RAMP will be made as the budgets allocations are made available

Asset	Works	Funding		
		17/18 £'000	18/19 £'000	19/20 £'000
Carriageway	Revenue	3,040	2,938	2,938
	Capital	3,500	2,419	4,615
Footways	Revenue	270	300	300
	Capital	500	0	0
Structures	Revenue	231	231	231
	Capital	600	39	250
Street Lighting	Revenue	327	327	327
	Capital	385	385	385
Traffic Signals	Revenue	103	47	47
Traffic Management	Capital	67	0	0
Street Furniture	Revenue	188	188	188
Winter Maintenance	Revenue	1,637	1,637	1,637
<b>Totals</b>		<b>10,848</b>	<b>8,511</b>	<b>10,918</b>

**Note:** 2018/19 & 2019/20 figures are estimates based on 2017/18 budgets plus any savings which are likely to be applied during the council's budget setting process. 2017/18 figures are taken from the capital monitoring as at July 2017. Future years are taken from capital monitoring where applicable or based on the block allocation and are subject to change. Longer term funding allocation is currently unknown.

### Asset Investment Strategies

The strategies in this section will be developed using the predictions of future condition over a 20 year period. The predictions enable strategies to be created to look at the whole life cost of maintaining the asset. Using long term predictions means that decisions about the funding levels can be taken with due consideration of the future maintenance funding liabilities that are being created. Investment strategies for the major asset types are summarised below.

### Investment between Asset Types

In comparison to historical investment future investment is planned to be:

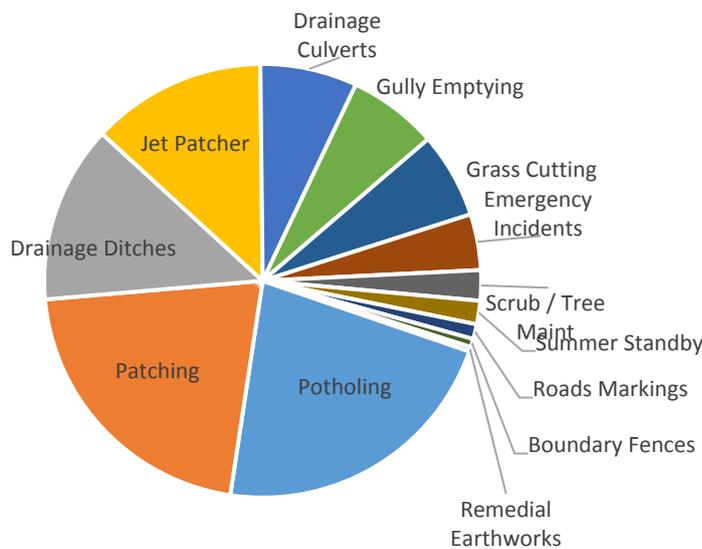
- Carriageways: Reduced revenue and capital funding forecast in 2018/19
- Footways: Maintained at similar levels with additional capital for 2017/18
- Structures: Maintained at similar levels (Revenue) Reduced (Capital)
- Street lighting: maintained at similar levels plus additional investment in LED project
- Traffic signal: Reduced revenue and capital funding forecast

**Financial Summary**

**Revenue**

Revenue funding within roads is split between a number of activity headings based on historical precedence and identified need. Works carried out under the revenue budget can be classified as Reactive, Planned Preventative and Planned defect repairs following the inspection process in accordance with defined RAMP strategies. The graph below shows an indicative split of how we spent our £3.61m revenue budget in 2015/16.

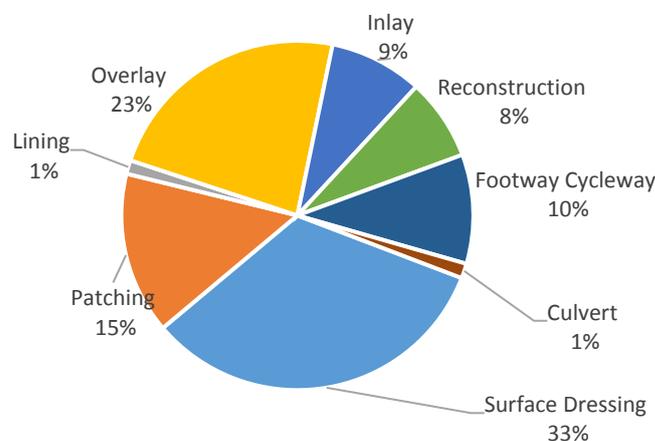
Revenue split by Activity 2015-16



**Capital**

Expenditure from Argyll and Bute Council's capital fund is required to cover expenditure on works of lasting value that extend the life of that Asset. The total capital expenditure was £5.11m

Capital Programme 2015-16



Sources of funding include Sustrans and the Forestry

### Programme of Works

Programmes of work will be created in line with available budgets for both revenue and capital works.

For capital works an annual programme will be developed detailing a list of schemes to be delivered throughout the coming year.

For revenue works an annual programme based on the delivery of the target levels of service will be established for the coming year.

### Risks to the Plan

No	Risks	Description	Action if Occurs
1	Budgets – assumed to be Current Levels	External pressures may result in available funding being reduced	Revise strategies and standards to affordable levels
2	Environmental conditions	Adverse weather will create higher levels of defects and deterioration than have been allowed for	Budgets may require to be managed and redistributed
3	Data – incomplete collation	Not all assets have the same level of data recorded which may result in higher levels of deterioration than expected.	Revisit the distribution between planned and reactive maintenance budgets.
4	Reorganisation – resourcing issues	Changes in staff may result in inability to deliver works	Revise strategies to achievable levels.

## Conclusions and Recommendations

This Road Asset Management Plan offers a consistent approach for council to manage the road assets in relation to carriageways, footway, structures, street lighting and traffic management system. This includes:

- Focussing on the condition of the network taking into account the hierarchy and available budgets.
- Managing energy reduction but ensuring that energy costs are monitored in connection with the introduction of the new LED scheme.
- Make improvements to the customer feedback tools that the council are currently using.

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****7<sup>TH</sup> SEPTEMBER 2017**

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**ARGYLL AND BUTE COUNCIL FERRIES**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 Argyll and Bute Council currently operate four ferry services. The Scottish Government produced their Scottish Ferries Plan in 2013; this document indicated a willingness to work with Local Authorities to take over the responsibility of ferry services. Argyll and Bute Council has previously confirmed that it was content to consider a transfer of responsibility, based on the principles set out in the Ferries Plan.
- 1.2 Since the Scottish Ferries Plan was produced much work, relating to the Argyll and Bute Council operated ferry services, has been undertaken by Transport Scotland and the Council. The items of work which have been carried out are detailed in this report.
- 1.3 Transport Scotland produced a document entitled 'The Scottish Routes and Services Methodology' (or RSM for short) which outlines a six step process which must be applied to the routes in question. The first four steps in the RSM document have been completed. The last two remaining steps in the RSM process (Steps 5 and 6) are ongoing between the Council and Transport Scotland.
- 1.4 The average net expenditure for Council-operated ferries over the past 6 years is £1,176,578 per annum. The 17/18 grant aided expenditure (GAE) received by the Council from The Scottish Government for ferries is £675,000. Therefore the gap between ferries expenditure and GAE received appears to be in excess of circa £500k per annum.
- 1.5 During a previous phase in the RSM process (in late 2014), a consultation exercise was carried out with the relevant Community Councils. Further consultation, with both Members and affected communities, would be required regarding all of the Council ferries if there was a realistic possibility in future of a transfer of Council ferries to the Scottish Government. Currently, both Orkney Islands and Shetland Islands Councils are having on-going discussions with the Scottish Government and Transport Scotland regarding ferries funding.
- 1.6 It is recommended that Members note the work that has been carried out to date, as outlined in this report, and approve a) the continuation of negotiations with Transport Scotland and b) a move to further consultation with community groups.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
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**7<sup>TH</sup> SEPTEMBER 2017**

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## **ARGYLL AND BUTE COUNCIL FERRIES**

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### **2.0 INTRODUCTION**

- 2.1 Argyll and Bute Council currently operate four ferry services. The Scottish Ferries Plan (2013 – 2022) published by the Scottish Government indicated a willingness to work with Local Authorities to take over the responsibility of such ferry services, should a Local Authority so wish.
- 2.2 This report provides some background detail on the process to date between the Council and Transport Scotland on this issue.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that Members note the work that has been carried out to date, as outlined in this report, and approve a) the continuation of negotiations with Transport Scotland and b) a move to further consultation with community groups.

### **4.0 BACKGROUND**

- 4.1 Argyll and Bute Council are currently responsible for the following four Ferry routes:

- Jura (Feolin) – Islay (Port Askaig)
- Luìng – Seil (Cuan)
- Lismore (Point) – Port Appin
- Easdale – Seil (Ellenabeich)

- 4.2 The Scottish Ferries Plan (2013 – 2022) was published by The Scottish Government in December 2012. With regards to Council operated ferries, the Plan had several commitments and principles including:

- A willingness by the Scottish Government “to work with the relevant Local Authorities to discuss the possibility of the Scottish Government taking over responsibility for services currently provided by them”.
- A Local Authority wishing to transfer responsibility for a lifeline ferry service to the Scottish Government must also be prepared (where necessary) to transfer ownership of the port infrastructure used, e.g. ferry slips\*

- The Scottish Government will need to be satisfied that the Routes and Services Methodology (RSM) has been applied to the routes in question and they will only fund services at a level considered necessary after applying the RSM.
- Agreement would have to be reached about the levels of capital and revenue funding to be transferred to the Scottish Government.

*\* Transport Scotland has suggested that this rule may be open to review. It is likely that the Council will wish to retain responsibility for ferry slip/piers at both Port Askaig and Islay and Ellenabeich at Seil if a transfer subsequently goes ahead in the future.*

4.3 In late 2014/early 2015 a consultation exercise was carried out with island communities to gauge views on the issue. Generally, communities indicated that they were content with the existing service, with requests for some enhancements to their service in terms of later sailings etc.

## **5.0 DETAIL**

5.1 The Routes and Service Methodology (RMS) Explanatory Paper for Local Authorities produced by the Scottish Government included a six step process which is summarised as follows:

Step 1 - Identify the dependencies of the community

Step 2 - Define the ferry service profile that fits the community's dependencies

Step 3 - Define the current ferry service profile

Step 4 - Compare the current and proposed service profiles to identify gaps in service provision.

Step 5 - Propose and appraise options for addressing gaps in service provision

Step 6 - Prioritise options to be taken forward in the short, medium and long term

5.2 Summary of work undertaken to date:-

Since the Scottish Ferries Plan was produced, work relating to the Argyll and Bute Council operated ferry services has been undertaken by Transport Scotland and the Council. The items of work which have been carried out, or are ongoing, are summarised as follows:

- Argyll and Bute Council confirmed that it was content to 'consider' a transfer of responsibility based on the principles set out in the Ferries Plan
- The first four steps in the RSM document have been completed
- The last two remaining steps in the RSM process (Steps 5 and 6) are ongoing between the Council and Transport Scotland.

5.3 Ferry operating costs:-

The average net expenditure (i.e. expenditure less ferry fares income) on the Council ferries over the past 6 years is £1,176,578 per annum. The 17/18 grant aided expenditure (GAE) received by the Council from The Scottish Government for ferries is £675,000. Therefore the gap between ferries expenditure and GAE received appears to be in excess of circa £500k per annum. It is also worth noting that most of

the Council ferries will require replacement over the next few years (indeed several are overdue). The replacement of the passenger only ferries combined will cost circa £400k and the total combined cost of replacement car ferries is estimated at £3.4 million.

#### 5.4 Management of the ferry service:-

Currently, four ferry services are operated by ASP Ship management on behalf of the Council; these services are operated by ASP under two separate contracts – one for the Luing, Easdale and Lismore ferry services and the other for the Islay/Jura service. Both contracts have recently been extended, with end dates of 8 June 2018 and 31 December 2018 respectively.

The Council has intimated its intention to terminate the existing contracts with ASP on the dates outlined above. The Council will then have full responsibility for the safe operation of the four ferry services, including ensuring compliance with current maritime legislation. Currently ASP take on the duties of 'Designated Person Ashore' (DPA). Duties include the following:-

- (a) taking such steps as are necessary to ensure compliance with the company 'Safety Management System' on the basis of which the Document of Compliance was issued; and
- (b) ensuring that proper provision is made for each ship to be so manned, equipped and maintained that it is fit to operate in accordance with the Safety Management System and with statutory requirements.

On termination of the two existing contracts with ASP, the Council will assume the above responsibilities.

#### 5.5 Transport Scotland - consultation with other authorities:-

Currently, both Orkney Islands and Shetland Islands Councils are having on-going discussions with the Scottish Government and Transport Scotland regarding ferries funding. It would appear that, similar to Argyll and Bute Council, both Councils have a gap between ferries expenditure and GAE received. Whilst neither Council, it seems, is considering transferring their ferry services, both Councils are seeking additional funding from the Scottish Government to support their respective ferry services.

#### 5.4 Consultation:-

As mentioned above, during a previous phase in the RSM process (in late 2014), a consultation exercise was carried out with the relevant Community Councils.

Further consultation, with both Members and affected communities, would be required regarding all of the Council ferries if there was a realistic possibility in future for additional sailings and/or transfer of Council ferries to the Scottish Government.

## 6.0 CONCLUSION

- 6.1 Discussions between Transport Scotland and Council officers, regarding the potential transfer of ferry services, continue. Further consultation with both Members and Community Councils will take place in order to gauge opinion over a transfer of the service.

## 7.0 IMPLICATIONS

- 7.1 **Policy** Any decision to relinquish responsibility for the operation of the four ferry services will require full Council approval.
- 7.2 **Financial** Financial implications for the Council have yet to be clarified - dependent upon the outcome of discussions with Transport Scotland.
- 7.3 **Legal** The Council would no longer have responsibility for operation of the ferries and some of the related marine infrastructure.
- 7.4 **HR** Three of the four ferry crews are Council employees. One crew is employed by ASP, the Council's ship managers. It's likely that, in all instances, TUPE regulations, would apply.
- 7.5 **Equalities** None.
- 7.6 **Risk** Risks to the Council are financial – dependent upon the outcome of discussions with Transport Scotland.
- 7.7 **Customer Services** A consultation exercise will be carried out with local communities. If the four ferry services become the responsibility of Transport Scotland, the Council will no longer have any involvement in their operation.

**Executive Director of Development and Infrastructure:** Pippa Milne

**Head of Roads and Amenity Services:** Jim Smith

**Policy Lead:** Councillor Roddy McCuish

10 August 2017

**For further information contact:** Stewart Clark, Marine Operations Manager

Tel: 01546 604893

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**ARGYLL AND BUTE COUNCIL**  
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**7 SEPTEMBER 2017**

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**SAFETY / CRASH BARRIERS**

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**1.0 EXECUTIVE SUMMARY**

This report states how the Roads & Amenity Services intend to identify, assess and address bridges and sections of road requiring safety/crash barriers. The Council has in place a comprehensive asset management system for road surfaces and a number of other road assets. Producing an inventory and prioritising safety/crash barriers will further enhance the roads asset management process.

To ensure assessment of crash/safety barriers is carried out thoroughly and consistently, a risk assessment will be utilised to score safety/crash barriers and bridge parapets, see Appendices A and B.

An initial inventory will be gathered to assess the scale and condition of existing safety/crash barriers and bridge parapets, and also potential new sites. Thereafter a policy will be developed to ensure ongoing checking and maintenance of the inventory. The inventory collection will be in line with other asset management data collection and prioritisation works carried out in Roads and Amenity.

The inventory will be used to inform the Service Asset Management Plan of any works that may be required to support upgrades to existing barriers and to install new barriers at high risk sites. The size of any investment will become clear once the initial inventory assessment has been carried out.

Staff resource will be required to develop the initial inventory and to keep this up to date going forward. The initial inventory gathering will be funded from existing vacancies as a one-off exercise and is estimated as being a 6 month temporary post. The resource requirement ongoing will be assessed once the size and condition of the inventory is established.

**1.1 Recommendations**

It is recommended that Members:

- Endorse this report

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
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DEVELOPMENT AND  
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7 SEPTEMBER 2017

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## SAFETY / CRASH BARRIERS

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### 2.0 INTRODUCTION

2.1 This report states how the council will identify, assess and address bridges and sections of road requiring safety/crash barriers. The Council has in place a comprehensive asset management system for road surfaces and a number of other road assets. Producing an inventory and prioritising safety/crash barriers will further enhance the roads asset management process.

### 3.0 RECOMMENDATIONS

It is recommended that the committee:

- Endorse this report

### 4.0 DETAIL

4.1 The roads in Argyll and Bute are generally safe, however a proportion of collisions involve vehicles leaving the carriageway.

Road Restraint Systems (RRS) are intended to:

- Prevent vehicles leaving the road;
- Reduce the severity of impact with roadside hazards;
- Protect the roadside equipment (signs etc) from damage

4.2 RRS are often referred to as safety barriers or crash barriers. On bridges and retaining walls they are referred to as parapets.

#### Risk Assessment

4.3 To ensure assessment of RRS is carried out thoroughly and consistently, a risk assessment will be utilised to score existing safety/crash barriers and bridge parapets, and potential new RRS sites, see Appendices A and B.

- 4.4 The risk assessment identifies a site as a low, medium or high risk. This determines the prioritisation and how quickly the risk will be addressed. Sites assessed as low risk would not typically require any level of investment. Sites falling into the medium and high categories would be prioritised and actioned according to available budget.

#### Initial inventory and assessment

- 4.5 The process will only be effective if there is an accurate inventory and assessment of existing RRS. An inventory of parapets is currently being prepared over a 2 year period, however an updated list of safety barriers on roads is still required. An inventory will be gathered of all locations which currently have an RRS and an assessment of their suitability and condition carried out. The inventory will also look at sites which do not have RRS but may require them. These will be identified from existing collision sites.
- 4.6 Once an inventory has been gathered and risk assessed, costed options can be developed to reduce the highest risks, this is likely to include the installation and upgrade of RRS.
- 4.7 There is also a need for a sustainable maintenance regime to keep all existing RRS in serviceable condition.
- 4.8 There is currently no officer capacity in the service to gather the required inventory. A temporary post for 6 months will be created to gather this information, work up costed options and develop an upgrade programme. This officer resource will be funded from existing budgets available within roads.
- 4.9 It is proposed that a second report be brought to the EDI committee to present the results of the inventory gathering. This will include an assessment of the existing RRS, potential new RRS sites, and the cost to upgrade both to a satisfactory and safe condition. At this point an RRS policy will be developed to propose how the inventory can be checked and maintained in the future. The inventory collection and RRS policy is in line with other asset management data collection and prioritisation works carried out in Roads and Amenity. The inventory will be used to inform the Service Asset Management Plan of any works that may be required to support upgrades to existing barriers and to install new barriers at high risk sites. The size of any investment will become clear once the initial inventory assessment has been carried out.

## **5.0 CONCLUSION**

- 5.1 It is vital that the Council maintains and upgrades its safety/crash barrier and bridge parapet stock to ensure the safety of road users.
- 5.2 An initial inventory gathering and assessment exercise will allow us to assess the scale of upgrades required and to develop a Road Restraints Systems Policy and a forward plan. Thereafter robust execution of this policy will help

reduce safety risks to the users of the Council's roads and bridges across Argyll and Bute.

## **6.0 IMPLICATIONS**

- 6.1 Policy – the Road Restraints Policy is a new policy which will be developed once more information has been gathered.
- 6.2 Financial –The initial inventory gathering to be carried out utilising vacancy savings. Currently unknown financial investment required to install / upgrade RRS will be quantified at a future EDI committee.
- 6.3 Legal – see risk
- 6.4 HR – new temporary post to be created
- 6.5 Equalities - none
- 6.6 Risks
  - Health and Safety risk to road users if this policy is not implemented
  - Increased risk of legal challenge in the event of an collision if this policy is not implemented
- 6.7 Customer Service - Public pressure arises to install safety barriers at many accident sites. This policy will help explain the reasons for installation or otherwise of safety barriers and help manage customer expectations.

**Executive Director of Development and Infrastructure:** Pippa Milne

**Head of Roads and Amenity Services:** Jim Smith

**Policy Lead:** Councillor Roddy McCuish

August 2017

### **For further information contact:**

Lyndis Davidson  
Roads Network and Standards Manager  
01546-603-396

Appendix A Risk assessment to score safety/crash barriers.

Appendix B Risk Assessment to score bridge parapets.

## Appendix A – Safety / Crash Barrier Risk Assessment

Appendix A is an example of a crash barrier risk assessment with typical scores.

Factor	Priority Rank	Risk Factor Score
Location	1 - Rural U & B roads and urban C roads	1
Layout	0 - Straight alignment and/or complies with TD9	0
	2 - High likelihood of lane changing, overtaking, positioning manoeuvres or avoiding action.	3
Collision	2 - Longitudinal Hazard that is highly likely to be reached resulting in harm or a spot hazard downstream of a feature which may guide the vehicle towards the hazard.	2
	2 - Percentage of KSI for primary feature >30%	2
Consequential	0 - No secondary events likely.	0
	0 - No impact on network availability.	0
	0 - No major cost implications.	0
<b>Total Priority Score</b>		<b>8 – Lower Priority Site</b>

Appendix B – Parapet Risk Assessment

	Ardteatle Cottage		Made By:	AR																																					
			On:	07/07/2017																																					
			Version:	Rev d																																					
<b>Hazard</b>	<b>PRIORITY RANKING OF PARAPET</b>																																								
<i>(Comments on Scoring)</i>																																									
<b>1. Asset Use</b>																																									
All Purpose Road over 4,000 vehicles per day			5	<b>1</b>																																					
3000-4000			4																																						
2000-3000			3																																						
1000 to 2000			2																																						
Below 1000 vpd / Pedestrian Only			1																																						
<b>2. Below Asset (select highest appropriate value)</b>																																									
Railway - High speed, or busy, or carrying hazardous substances.			5	<b>3</b>																																					
Railway - other			4																																						
Effect of location or layout on risk to vehicle occupants (eg. height, deep water, electrified railway).			0-5																																						
Other areas occupied by people, valuable installations, environmentally sensitive areas such as conservation areas, storage of hazardous material etc.			1-5																																						
<b>3. Type of Highway carried by the structure</b>																																									
Single carriageway, single lane			5	<b>5</b>																																					
Single carriageway very narrow 2 lanes without centre line <i>(approx 1.5 lanes without laybys. More risk of collision than 2 lanes, less severity than single lane head on)</i>			4																																						
Single carriageway, 2 or more lanes			3																																						
Urban Dual			2																																						
Footbridge			1																																						
<b>4. Road and Structure layout (select highest appropriate value)</b>																																									
Poor accident record			2-5	<b>4</b>																																					
Close to junctions/interchanges			3																																						
Inferior horizontal/vertical alignment			1-4																																						
Reduced clearance carriageway to parapet		<0.3	5																																						
		0.3 - 0.5	4																																						
		0.5 - 1.0	3																																						
		1.0 - 1.5	2																																						
		>1.5	1																																						
Location or layout does not affect risk			0																																						
<b>5. Containment features</b>																																									
Parapet forms, in whole or part, main structural elements			5	<b>3</b>																																					
As above but would not lead to loss of structure (bridge or a span) <i>(if structure had to be closed temporarily, e.g. if part of a spandrel fails, is that a "loss"?)</i>			3																																						
Parapets not part of structural members			0																																						
			<b>Total score (Sum of 1, 2, 3, 4 &amp; 5)</b>	<b>16</b>																																					
<b>6. Approach, Parapet &amp; Departure Scoring (select highest appropriate value)</b>																																									
<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">5</td> <td>No Element / Non-Functional Element <i>(for either Pedestrians or Vehicles)</i> <i>(eg Loose Posts / Timber Posts / No Connection To Parapet / No Anchorages)</i></td> <td rowspan="2">Approach</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">4</td> <td>Badly degraded vehicle barriers <i>(where vehicle containment is required)</i></td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="2" style="text-align: center;">2-3 Sub Standard Barriers</td> <td rowspan="2">Departure</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="2" style="text-align: center;">Vehicle containment level N1, N2,H2 or H4a as appropriate, or 1 equivalent. Pedestrian containment if Footbridge <i>(for example, masonry of correct height and thickness)</i></td> <td colspan="4" style="text-align: center;">Other <i>(Headwall / Pedestrian / Fence / Signage)</i></td> </tr> <tr> <td colspan="2" style="text-align: center;">No containment required 0 <i>(option for pedestrians on Approaches or Departures)</i></td> <td colspan="4" style="text-align: center;"><b>Total Multiplier (Sum of)</b></td> <td style="text-align: center; color: red;"><b>60</b></td> </tr> </table>	5	No Element / Non-Functional Element <i>(for either Pedestrians or Vehicles)</i> <i>(eg Loose Posts / Timber Posts / No Connection To Parapet / No Anchorages)</i>	Approach	5	5	5	5	4	Badly degraded vehicle barriers <i>(where vehicle containment is required)</i>	5	5	5	5	2-3 Sub Standard Barriers		Departure	5	5	5	5	Vehicle containment level N1, N2,H2 or H4a as appropriate, or 1 equivalent. Pedestrian containment if Footbridge <i>(for example, masonry of correct height and thickness)</i>		Other <i>(Headwall / Pedestrian / Fence / Signage)</i>				No containment required 0 <i>(option for pedestrians on Approaches or Departures)</i>		<b>Total Multiplier (Sum of)</b>				<b>60</b>			<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Left</td> <td style="text-align: center;">Right</td> </tr> <tr> <td style="text-align: center;">Ped Veh</td> <td style="text-align: center;">Ped Veh</td> </tr> </table>		Left	Right	Ped Veh	Ped Veh
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	4	Badly degraded vehicle barriers <i>(where vehicle containment is required)</i>	5		5	5	5																																		
	2-3 Sub Standard Barriers		Departure	5	5	5	5																																		
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0	0	0	0																																						
<b>7. Vehicle Speed</b>																																									
Estimated Speed of Vehicles			Less than 30mph	0.8																																					
			30mph - 50 mph	1																																					
			greater than 50mph	1.2																																					
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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND INFRASTRUCTURE SERVICES****7<sup>th</sup> September 2017**

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**WINTER SERVICE POLICY 2017/18**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 Each year Members consider for approval the Council's Winter Service Policy. The format and general content of the Winter Service policy 2017/18 remains similar to 2016/17.
- 1.2 The policy sets out priorities for treatment and routes that will be 'pre-treated' in advance of winter hazards. In prolonged winter conditions the policy provides for all roads to be treated with resources being allocated to focus on the hierarchy of priorities (i.e. the lower priorities will only be cleared once the higher priorities have been treated and are clear).
- 1.3 The policy is a comprehensive document setting out the management, governance and operational requirements for the winter service. The policy sets out signing provision to warn the travelling public of roads that are unsuitable for use during extreme winter conditions. The policy also provides a protocol for the use of salt and preservation of remaining stocks in the unlikely event of replenishment salt stocks not being available. This was introduced following the severe winters of 2009/10 and 2010/11.
- 1.4 It is recommended that the Committee approves the minor updates to:-
  - The 2017/18 Winter Maintenance Policy at Appendix 2, and
  - The Salt Use Protocol at Appendix 4.

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

## AUGUST  
2017

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## WINTER SERVICE POLICY 2017/18

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### 2.0 INTRODUCTION

2.1 This report presents the Winter Service Policy 2017/18 which remains in a similar format and covers a similar network to the Policy approved by Council in 2014. This is generally based on the network and times of the public bus service with additional priority and resources allocated to strategic high speed roads.

### 3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee approves:-

- The 2017/18 Winter Maintenance Policy at Appendix 2
- The Salt Use Protocol at Appendix 4.

### 4.0 DETAIL

#### Winter Maintenance Policy 2017/18

- 4.1 The proposed Winter Maintenance Policy for 2017/18, in terms of treatment standards and routes, remains largely unchanged from that approved by the Council in 2011. The number and category of pre-treatment salting routes remains the same including the amendments introduced to cater for the transfer of A83 Kennacraig – Campbeltown to the Trunk Road network in August 2014. No other direct changes to the category or length of routes treated is proposed at this time. The current level of treatments is based largely around the public bus service network.
- 4.2 The advisory signs of alternative routes in severe snow conditions remain similar to the four routes proposed in 2014. Details on sign configuration and locations are contained in Appendix 3 of this report.
- 4.3 Winter stand-by arrangements are due to commence on Friday 3<sup>rd</sup> November 2017 and will continue until Friday 13<sup>th</sup> April 2018. There are a total of 31 treatment routes detailed in the policy.

- 4.4 The Winter Treatment Fleet for 2017/18 will consist of 17 hired gritters from Econ Ltd, 1 contractor vehicle on Jura, one shared route assisted by 1 contractor on Mull and 12 Council vehicles. This provides 31 main frontline vehicles with 2 spare vehicles to cover breakdowns. In addition, there are 3 x 7.5 tonne tipper trucks that can accommodate 'multispread' units (gritting attachments) and ploughs and a further 4 x 7.5 tonne tippers that can accommodate ploughs giving a total of 7 extra vehicles that can be deployed if conditions demand. One of the spare vehicles will be held on Mull. This is to reflect the often challenging winter network on Mull and the logistical difficulties of shipping spare parts in the event of vehicle breakdown. This will provide additional resilience for Mull.
- 4.5 The requirement to manage drivers' hours within the delivery of all Council Services directly impacts on the retention of the Council's Operator Licence. Drivers from Amenity Services assist Roads in delivering the pre-treatment service, in conjunction with external contractor assistance on the islands of Jura and partly on Mull. In extended periods of extreme winter conditions consideration will be given, at an operational level, to prioritising services to ensure that winter treatments can be delivered. This may result, for example, in refuse collections being temporarily suspended in order to prioritise the clearing of ice and snow. Such measures are only likely in prolonged periods of extreme weather. This is consistent with recent years. To date there has only been the Kintyre storm event when service delivery had to be prioritised. This would only be necessary in an extreme weather event.
- 4.6 Steps are being taken to increase the available driver "pool" by utilising other council drivers including amenity and waste disposal operatives. Additional resilience is being provided by engaging assistance from external contractors on some mainland routes where in-house coverage is limited. In extreme and prolonged weather events and where other priority tasks occur (such as responses to road traffic collisions, collapsed culverts etc) resource may need to be allocated based on a risk based priority.
- 4.7 The table below indicates the statistical variations in operational activities over the last four winter seasons. Weather patterns vary with some years experiencing hazards more widespread and in others more concentrated on inland and higher routes. The equivalent Full Fleet runs statistic is used to indicate an approximation to the budget allowance. In 2016-17 this was equivalent to 55nr full fleet runs. The application of salt varies between 10 and 40gm<sup>2</sup> depending on a number of factors including road surface temperature, forecast and residual salt. In parallel with these methods, grit and sand are applied in snow conditions. The route with the individual highest number of turn-outs, remains consistently the A819 East Lorn Strategic Route.

Footways and footpaths will only be treated, in periods of lasting hazard, when it is considered by the winter management team that the physical condition of the footways and footpaths makes it necessary and treatments will be effective. Footways and footpaths will usually only be treated during normal working hours.

Appendix 1 to this report provides a summary of the 2016/17 winter conditions.

<b>Winter Season</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Equiv Fleet Runs	65nr	82nr	58nr	66nr
Salt used tonnes	9,962t	19,204t	10,151t	11,457t
Most turned out run	A819 = 125nr	A819 = 120nr	A819 = 107nr	A819 = 99nr

- 4.8 The Council's Winter Maintenance budget was increased by £500k in Financial Year 2014/15 to an operational budget of £1.65M and this level of funding remains in place for the coming season. This provides the capability to deliver the equivalent of 55 full runs over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds in accordance with set policy to variable weather events that are not predictable.
- 4.9 As of 31<sup>st</sup> March 2017, the Council held a stock of 6,891 tonnes of salt, with provisional replenishment orders to be called forward mid-Sept to mid-Oct, for 7,000 tonnes. This will top up to capacity in storage facilities to the target starting stock of +15,000 tonnes. An initial delivery is expected early August.
- 4.10 The Salt Use protocol was introduced in December 2010 in light of severe shipping and material shortages has been updated and attached at Appendix 4.
- 4.11 The assessment of school routes subject to pre-treatment before 08:00hrs, as required under Priority 3b of the route hierarchy, in section 4 of the Policy, will be assessed each year after the confirmation of enrolment numbers from the autumn intake. Once the levels of occupancy on school bus routes have been confirmed, amendments will be made as necessary to the pre-treatment route plans and descriptions. These amendments will then be fixed in the operational plan for the winter season and will not be subject to adjustment during the season.

## **Appendix H**

- 4.12 The release of the updated Well Maintained Highways – Appendix H (18th Sept. 2013) gives advice on best practice for the delivery of a Winter Service. Best practice advice relies heavily on the work of the National Winter Service Research Group (NWSRG) of which Argyll and Bute Council is a contributing member. The Society of Chief Officers of Transportation in Scotland (SCOTS) Roads Working Group, Winter Service Sub-Group are considering the implications of Appendix H on behalf of all Roads Authorities in Scotland and are the direct link to NWSRG on clarifying the recommendations before issuing advice to authorities on implementation. The Council still awaits national guidance and clarification on these issues prior to considering any changes to the present Policy parameters. At the time of writing it is understood that only 1 Scottish Authority has adopted Appendix H. Appendix H is however used by Transport Scotland.
- 4.13 Appendix H is a wide ranging document covering every aspect of the delivery of a Winter Service. Most of the headings and recommendations are already



6.2 Financial	The Council's Winter Maintenance budget has been retained at £ 1.65M this financial year. This provides the capability to deliver the equivalent of 55 full runs over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds to weather events that are not predictable.
6.3 Legal	The Winter Maintenance Policy sets out the Council's level of service provision for winter maintenance
6.4 HR	None
6.5 Equalities	None.
6.6 Risk	The proposed policies are designed to reduce the Councils exposure to risk.
6.7 Customer Services	The winter service has been designed to maintain access to the Councils Strategic Road Network during winter conditions.

**Appendices:**

1. Summary of 2016/17 winter conditions
2. 2017/18 Winter Service Policy
3. Advisory Signing – Road Closures in Severe Conditions.
4. Salt Use Protocol

**Policy Lead** – Councillor Roddie McCuish

**Executive Director of Development & Infrastructure** – Pippa Milne

August 2017

**For further information contact:**

Jim Smith, Head of Roads & Amenity Services, Tel: 01546 604324  
Callum Robertson – Roads Performance Manager, Tel: 01631 569197

## Appendix 1 – Summary of 2016/17 Winter Conditions

### [Weather Forecast and Observed conditions.](#)

Winter 2016-17 could best be described “Marginal” , being one of fluctuating conditions but with regular requirements to guard against the risk of icy conditions, due to the generally showery conditions throughout the season with temperatures hovering around freezing point for much of the season. There was only one significant fall of snow and then only for 2-3 days in January.

#### November 2016

Forecasts indicated mild conditions through the first week of operational winter standby but by 4<sup>th</sup> Nov. marginal sub-zero road surfaces were forecast in mainland domains. During the second week forecasts of Minus 2 Deg C were predicted but throughout, the outer island domains were predicted to remain hazard free. Observations at sensors showed variable minimum temperatures, generally minus 1 to 2 Deg C but on 7<sup>th</sup> Nov three sites recorded Minus 4 Deg C road surfaces temperatures (RSTs). Conditions improved from 12<sup>th</sup> Nov. with another period of milder weather with frequent rain. A more prolonged and severe dip in temperatures was forecast, affecting all domains from 17<sup>th</sup> Nov onwards. RSTs initially predicted at Minus 1 to 2 Deg C but dropping to Minus 4 to Minus 7 Deg C by 23<sup>rd</sup> Nov . Hoar Frost and ice affected all domains during this period with minimum RSTs recorded at A816 Blaran and A886 Leanach sensors of Minus 6.9 Deg C on 21<sup>st</sup> Nov. Conditions slowly improved in the last week of the period. Forecasts still predicted hazards inland but Kintyre and Islay/Jura were indicated as marginal but hazard free throughout the last week.

#### December 2016

December started with a couple of days where overnight temperatures dropped to minus 3.5Deg C., over most of the Council area. Mild condition prevailed until there was a further spell of 2-3 days round 16<sup>th</sup> Dec where recorded RSTs were subzero, Minus 1.3Deg C but confined to mainland , eastern areas only. By 19<sup>th</sup> Dec forecasts were predicting widespread Minus 1.5 Deg C RSTs but again conditions were variable with only one or two nights where hazards persisted, RSTs down to between Minus 1.3 and Minus 2.5 Deg C.

A further colder spell on 25<sup>th</sup> December with similar minimum temperatures, resulted in activity on most routes during Christmas Day but again this was a short duration hazard and mild conditions return until the 30<sup>th</sup> December 2016.

#### January 2017

The weather patterns experienced in November and December continued into January 2017, with short duration periods of 3-4 days of cold polar air resulting in frosts and wintry showers then a change to Southerly or easterly air flows with mild and wet conditions.

Road surface temperatures on Minus 3 to Minus 6 Deg. C. were recorded over most of the area between the 1<sup>st</sup> - 4<sup>th</sup>, 8<sup>th</sup> – 10<sup>th</sup> and 12<sup>th</sup> – 14<sup>th</sup> Jan. with milder conditions between. A mild spell of Plus 5 to Plus 7 Deg. C. developed through to 21<sup>st</sup> Jan when the frequent but short duration sub-zero overnight temperatures returned. This second period had slightly lesser minima, Minus 4 Deg. C. at central sensors, whilst island and coastal sensors remained positive some nights. Ice and frost remained the main hazards although a period of snow developed between 12<sup>th</sup> and 14<sup>th</sup> Jan, resulting in varying depth with route altitude.

#### February 2017

The fluctuating weather patterns experienced through the winter period to January , continued to develop during February. Short duration periods of cold air, accompanied by mixed showers, causing recurring roads surface hazards. Forecasts regularly indicated sub-zero road surface temperatures developing overnight and lingering beyond dawn. Weather hazards included Rain, Hail / Sleet and Hoar Frost precipitation, with the risk of snow on higher routes made the planning and provision of lasting treatments problematic.

Sub Zero road temperatures developed firstly on higher, eastern routes then more widespread from 5<sup>th</sup> Feb. affecting the whole network by 8<sup>th</sup> with minimum RSTs Minus 1.0 Deg C to Minus 5.1 Deg C. this continued through to 13<sup>th</sup> Feb with an absolute minimum RST of Minus 6.7 Deg C recorded on the night of 10<sup>th</sup> Feb at A816 Blaran sensor.

A milder period with minimum overnight temperatures and an unseasonal high of Plus 7 Deg C to 10.1 Deg C took over from 15<sup>th</sup> Feb through to 22<sup>nd</sup>. Two days with dips overnight down to Minus 3 Deg C generally before a further improvement until the last week of the period 27<sup>th</sup> Feb – 3<sup>rd</sup> March where RSTs again dropped as low as Minus 4.8 Deg C and was accompanied with frequent wintry showers causing surface hazards to recur.

## March 2017

The fluctuating weather patterns experienced through the winter period to February continued during March to a lesser degree. Temperatures at the start of the period were close to freezing but generally picked up throughout the first half of the month, with cloud cover and periods of rain helping to keep the temperatures well above freezing. Showers turned increasingly wintry, especially on higher routes, from 18<sup>th</sup> onwards with widespread disruption on higher routes in heavy snow on 21<sup>st</sup> with hazards forming through to 24<sup>th</sup>, lingering on higher level routes through to 26<sup>th</sup> March

Overnight temperatures in the first half of the month, climbed from a start of around freezing to reach a high of between plus 6 and plus 9 Deg C by mid month. Temperatures fluctuated for a few days before dipping again on 20<sup>th</sup> then took a dramatic fall overnight on 21<sup>st</sup> – 22<sup>nd</sup> March in the isolated heavy snow event where minimum road surface temperatures fell to Minus. 4.8 Deg C on higher routes in the northeast of the network.

By the end of the month, overnight temperatures were again about average, with minimum Roads Surface Temperatures of between Plus 10 and Plus 7.5 Deg C.

## Season Summary – Conclusion

The weather patterns over the season 2016-17 were “marginal”, where in general road surface temperatures fluctuated around freezing point for a few days before weather fronts from the west brought milder, moisture laden air in from the Atlantic. This meant that there was very little confidence in residual salt levels remaining active on road surfaces for more than 12-24hrs, resulting in a higher degree of repeat treatments than had been required in previous seasons. This gave the net effect of increasing the “equivalent full runs” statistic. Conversely, there were limited snow occurrences which required continuous action throughout the day, as compared to season 2014 -15 for instance.

**Appendix 2 – 2017/18 Winter Service Policy**



# WINTER SERVICE POLICY 2017-18

<b>Author</b>	Roads Performance Manager
<b>Owner</b>	Head of Roads & Amenity Services
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## **1. INTRODUCTION**

- 1.1 Argyll & Bute Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to "...take such steps as it considers reasonable to, prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads" in the Council area, which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.
- 1.2 Argyll and Bute Council will consider implementation of the recommendations included in the Well Maintained Highways (18<sup>th</sup> Sept. 2013 update) – Appendix H – Winter Service document, within the practicalities of resources and geography. The Council, through its officers, will liaise and take guidance from the Society of Chief Officers of Transportation in Scotland (SCOTS), Winter Service Subgroup on the consistent approach to implementation, in the context of the Geographical and Climatic conditions relevant to Scotland.
- 1.3 It is the aim of Argyll & Bute Council to provide a service with respect to the above that will:-
- a) Ensure the provision of a standard of treatment appropriate to the prevailing weather conditions.
  - b) Establish patterns of working which will produce the greatest benefit from the deployed resources, with the view to reducing the level of risk and the extent of any delays to the public, caused by adverse weather conditions.
  - c) At all times comply with the requirements of the Health & Safety at Work Act 1974.

## **2. OUTLINE PRINCIPLES**

The Council, through the Executive Director of Development and Infrastructure Services, will:-

- a) Set policy and strategy and monitor the winter maintenance service.
- b) Arrange weather forecasts to assist the Winter Management team to determine the daily winter maintenance treatment strategy.
- c) Provide specialist winter maintenance plant. e.g snow plough attachments, bulk gritters, demountable gritters, towed gritters and loading shovels.
- d) Provide salt, grit, grit bins, snow gates and signing.
- e) Provide organise and manage a trained labour force.
- f) Provide non specialist plant e.g. lorries for demountable gritters, pickups, non-specialist loading equipment, hand tools, tarpaulins and the like.

**3. MANAGEMENT ARRANGEMENTS**

- 3.1 The Executive Director of Development and Infrastructure Services is responsible for implementing the Council's Winter Service Policy.
- 3.2 The Head of Roads and Amenity Services has overall responsibility for ensuring that the Council's winter maintenance activities are carried out in line with the Council's Winter Service Policy.
- 3.3 The Operations Manager is responsible for the day to day operation of the Council's winter service policy. He is responsible to the Head of Roads and Amenity Services for the appointment of a Weather Service Provider (forecaster), collection of winter management and weather data, maintaining salt stocks, winter plant and communications, training of staff, preparation of rotas for on-call Managers and Area Supervisors.
- 3.4 The Operations Manager shall appoint appropriate staff as Winter Managers. The Winter Manager on duty is responsible for consulting with the Duty Manager and approving the draft winter plan of action together with any subsequent updates to that plan produced by the on-call Duty Manager.
- 3.5 Duty Managers are responsible for analysing forecast data, liaising with the forecast provider and producing the daily winter maintenance action plan and gaining approval from the Winter Manager. They will ensure that the daily winter maintenance action plan is submitted to local areas for action by 15:00 hrs each day. They will monitor the weather information and make any changes to the action plan as conditions require.
- 3.6 The Operations Manager will ensure that the appointed staff in their areas are aware of and understand the strategies and priorities as stipulated. On receiving the Duty Manager's approved daily winter action plan they will ensure, through the Area Winter Supervisor, that the plan is correctly implemented. They will ensure, wherever practicable, that adequate resources are available to fully undertake the Council's Winter Service Policy.
- 3.7 Discussions will take place between Senior Management to monitor performance, at regular meetings. Any problems highlighted by the Duty Managers will be resolved at local level, where possible. Duty Managers will be relieved by other Area Office staff, from any local management responsibilities, during their weekly duty requirements.
- 3.8 Provision of the Winter Service on Council roads will normally run from the nearest Friday to the 1st November through to 15th April each season. However, this period may be extended, at either end, to accommodate prevailing weather conditions.
- 3.9 Daily communication will take place with the Trunk Roads Service provider to inform each other of their respective treatment proposals. The Council work in partnership with the Trunk Road Operation Company and provide the winter and emergency response service for A83 Trunk Road, Campbeltown to Kennacraig section. Treatment instruction for this road is received as part of the daily TR plan and actions are recorded on the TR gritlog form and transmitted to their control room on completion.

## POLICY ON TREATMENT PRIORITIES

### 4.1 Carriageway treatment

4.1.1 Prior to the commencement of each winter the Operations Manager will produce carriageway gritting routes based generally on the following principles:-

<b>Priority 1</b> Strategic high speed, main traffic routes				
Lomond - A814 Dumbarton- Garelochhead, A818 Arden (A82) - Helensburgh Cowal - A815 Cairndow – Dunoon Ferry Lorn / Mid-Argyll - A816 Oban - Lochgilphead, A819 Dalmally – Inveraray				
	04:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 04:00 hrs
Mon - Sat	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate
Sun & PH	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate

<b>Priority 2</b> Other “A” and “B” classified roads, Except where treatment is categorized under Priority 3 bus routes, or less.				
A814 Garelochhead –Arrochar, A815 Dunoon-Toward, A817 Haul Road & B833 Rosneath Peninsula, A880 to Ardentinny, A885 Sandbank, A886 Strachur– Colintrave, A8003 Tighnabruich, A844 / A845 & A886 on Bute, A846 / A847 on Islay, A846 on Jura, A848 / A849, A884 & B8073 Tobermory – Dervaig, on Mull, B828 / B839 to Lochgoilhead , B842 Southend –Carradale, B843 to Machrihanish, B844 / B8003 to Easdale & Cuan, B8024 Kilberry Loop , B841 / B8025 Achnamara & Tayvallich. Plus Principal Accident and Emergency routes or roads to hospitals and routes to Police stations, Fire stations and Ambulance depot accesses Other selected streets in main urban areas e.g. steep hills, etc where route efficiency permits.				
	06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon -Sat	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions
Sun & PH	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions

<b>Priority 3</b> Any section of public road, outwith P1 & P2 above, subject to :- Main Public Service bus routes as timetables require that can be met within operational time bands. Should it be impractical to cover a service then the operator must be notified or Main School Bus routes prior to or during term days only.					
New designation		06:00 – 08:00hr	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
<b>Priority 3 Service Route</b>	Mon-Fri	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	No treatment unless stable conditions forecast a.m.	No Treatment
	W/E	Pre treat in advance of journey, if possible, but no guarantee. Timetabled days only.			
<b>Priority 3 School Route (12 or more occupied seats)</b>	Mon- Fri	Pre-treat as required + reactive	Pre-treat in advance + reactive	No treatment unless stable conditions forecast a.m. (Not Friday p.m.)	No Treatment
	No treatments out-with School Term days (apart form Sunday evenings in advance, if stable conditions forecast Monday a.m.)				

<b>Priority 4</b> All other public roads, Only as actual conditions dictate and resources are deemed to be effective.				
	06:00 – 08:00hr	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Fri	No treatment	Reactive (may include pre-treat)	Reactive – only in extreme conditions	No treatment
W/E & PH	No treatment	Reactive – only in extreme conditions	No treatment	No treatment

4.1.2 The above route priorities are set around the requirements to pre-treat in advance of freezing conditions or react to developed hazards within a reasonably practicable timescale within the confines of the resources available. Where hazards re-occur after treatment or in conditions where instantaneous hazards occur, resources may be required to concentrate on re-application of several treatments prior to moving on. In such circumstances the highest priority routes, experiencing such conditions, will generally be treated first and resources will only be released to other priorities once it is determined that treatments have an expectation of remaining effective.

## 4.2 Footway and Footpath Priorities

4.2.1 At the start of each winter, the Operations Manager will produce footway and footpath treatment routes based generally on the following principle.

Priority 1 - Urban Shopping Areas and Precincts

Priority 2 - Other areas of high pedestrian concentration, e.g. in the vicinity of hospitals and schools.

Priority 3 - Steep hills in housing developments and in the vicinity of residential homes for the elderly.

4.2.2 Footways and footpaths will only be treated, in periods of lasting hazards, when the Duty Manager, in consultation with Area staff, considers that their physical condition makes it necessary and treatments will be effective. They will usually only be treated during normal working hours.

### 4.2.3 Resources

#### Labour

To ensure that an adequate labour resource is available to allow treatment to be carried out, arrangements are in place with Amenity Services section to participate in the supply of additional labour when conditions require.

#### Plant

Plant to assist with the clearance of snow and spreading of salt has been provided by Roads and Amenity Services. Attachments to mowers to allow footpath ploughing will be fitted at the start of each season, where practicable.

Footway salt spreading barrows are provided for use by available labour when required.

4.3 Cycleways

Only cycleways contiguous with roads and footways will be treated in conjunction with any planned treatments.

**5. WINTER STANDBY, STANDBY PROCEDURES AND GRITTING GUIDELINES**

5.1 The formal winter standby period for Council roads will normally be from the end of the working day on the Friday nearest to 1st November to the Friday nearest to 15th April. This period may be extended at either end as the prevailing weather conditions dictate.

5.2 Shift and Standby Procedures.

5.2.1 During the operational period, standby arrangements will be operated on a formal home standby basis, with call-out as required. Arrangements will be put in place to allow mobilisation of any frontline vehicle within 1 hour of call out.

5.2.2 Standby rotas will include sufficient drivers to ensure that the priority 1 routes can be treated within 2 hours of commencing treatment

5.2.3 On receipt of a weather forecast indicating medium to heavy snow, sufficient Second men will be placed on standby to cover all priority 1 & 2 routes and any priority 3 routes likely to be affected as timetables indicate, by the forecast.

5.3 Carriageway Treatment

5.3.1 Carriageways will generally be treated in the order of priority as specified in section 4.

5.3.2 By 13:00 each day during the winter months, having considered the most recent weather forecast, the level of residual salt on the road network and the available resources, the Duty Manager will compile an Action Plan for carriageway treatment for the following twenty-four hours. The Winter Manager will review, recommend any adjustments if needed and then approve the proposed plan.

5.3.3 Precautionary treatment for frost and light snow will be spread at a target rate of 10g/m<sup>2</sup> of salt.

5.3.4 Precautionary treatment for conditions where frost is forecast after rain should be delayed as long as possible to reduce loss of salt due to wash-off. This should not preclude the treatment of routes during

showers where freezing of rain on contact has been predicted, or is reported.

5.3.5 Precautionary treatment when heavy snow falls are expected should be at a rate of between 20 and 40g/m<sup>2</sup> of salt according to the anticipated severity of snowfall and confidence level of the forecast.

5.3.6 In conditions where current snowfall is forecast to continue, substitution of salt with abrasive materials, sand or grit, will be instigated until such time as showers cease and any use of de-icing materials are deemed to be more effective. In extreme or persisting conditions, all material spreading will cease until there is an expectation that any deposits will remain on the carriageway and be effective in aiding traction.

5.3.7 In marginal conditions, consideration will be given to limiting treatment to known localised areas prone to icing. During periods of prolonged freezing conditions in the absence of precipitation, spot salting of areas of persistent seepage will continue while hazards remain.

5.3.8 Where areas of seepage from adjoining land are recorded on a regular basis, these will be identified and pre-emptive rectification of the drainage system will be instigated. Land owners will be notified of their requirement to carryout such work as it affects public roads. The Council will take necessary steps to effect repairs, in the absence of any undertaken by landowners and pursue recovery of costs accordingly.

#### 5.4 Footway and Footpath Treatment

5.4.1 Treatment of footways and footpaths will be by a combination of mechanical and manual operation. In large urban areas footway salting will be carried out by purpose built spreader barrows with a nominal design spread rate of 50g/sq.m.

5.4.2 Salt will only be utilised where ice and frost are the main hazard. In all snowfall conditions, physical clearance will be the priority with sand / grit spread thereafter to aid traction.

5.4.3 Treatment of footways and footpaths will normally only be carried out during the normal working day as resources permit. In most cases additional resources should be mobilised at local level as conditions dictate. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

### 6. SNOW CLEARANCE STRATEGY

#### 6.1 Carriageways

- 6.1.1 On receipt of a weather forecast indicating medium to heavy snow, carriageways should be treated in accordance with section 5.3.5. When the forecast is for rain turning to snow or the snow prediction is marginal the salting operations should be delayed accordingly.
- 6.1.2 When forecasts indicate that there will be medium or heavy snow falls, the Duty Manager will instruct that all vehicles capable of being fitted with ploughing devices will be so equipped.
- 6.1.3 Salting should be continued or be restarted when snow is falling, as conditions warrant however sand / grit must be used to preserve de-icing materials until such time as it can be used effectively.
- 6.1.4 Snow ploughing will commence as soon as it is considered that the operation will be effective. Generally snow can only be ploughed effectively at depths exceeding 30mm.
- 6.1.5 Spreading treatment of ploughed surfaces will be carried out when it is considered that the material will have the most beneficial effect. The normal case on two lane carriageways will be for spreading treatment to be started when the second lane is being ploughed, generally in the return direction. However in persisting snow conditions the spreading of materials shall be delayed until clearance of accumulations is effective.
- 6.1.6 Resources should generally be allocated to clear roads in the order of priority shown in section 4, but with precedence being given to those areas which have experienced the heaviest snow falls and drifting
- 6.1.7 Where slush is formed it should be ploughed as soon as practicable to avoid the risk of rutting should there be a further significant drop in temperature which might result in freezing conditions.
- 6.1.8 Where snow hazards are predicted to persist or develop intermittently throughout the night, consideration will be given to continuing action in some circumstances. Mainly in cases where a break in operations may result in hard packed snow or other conditions difficult to treat on resumption.
- 6.1.9 Individual circumstances, such as access for emergency services or other lifeline service vehicles will normally take precedent over the above route priority arrangements.
- 6.1.10 Where it is judged that a road cannot be kept open, early closure in liaison with the Police in a planned manner, should be initiated. Direct consultation at local level must be maintained where conditions are changeable and in some circumstances this may mean discussions on site between local Supervisors and Police officers.

6.1.11 In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are four roads where signing to indicate specific alternative routes are available.

1. A817 "Haul Rd" , Lomond.  
Snow gates at A82 and A814 "central" roundabout  
Diversion via A818 Arden - A814 Garelohead
2. C46 Glen Aros / Glenbellart road , Mull  
Signs at Aros Bridge and Dervaig Primary School  
Diversion via A848Tobermory
3. C9 Glenfinart Road ( The Larach) , Cowal  
Signs at Whistlefield Hotel and Sligrachan Bus turning head;  
Diversion via A880 Cot House
4. C11 Otter Hill road ( Bealach an Drain) , Cowal  
Signs at Glendaruel A886 and Otter Ferry B8000;  
Diversion via A8003 Tighnabruich and Kames.

6.1.10 Road closures will be reported to the Director, Head of Service, Operations Managers as soon as practicable, with immediate notification transmitted to Traffic Scotland and local radio stations where appropriate.

## 6.2 Footways and Footpaths

- 6.2.1 Where footways and footpaths are covered with light accumulations of snow i.e. less than 30mm, treatment will consist of the application of Sand or Grit as described in section 5.4. of this document.
- 6.2.2 Where snow depths exceed 30mm footways clearance will be carried out where practicable by pedestrian operated or ride on powered footway ploughs. This will be enhanced by manual clearance when necessary i.e. where access precludes the use of the above plant.
- 6.2.3 Snow clearance of footways will normally only be carried out during the normal working day and as resources permit.

## 7. ASSISTANCE FROM EXTERNAL CONTRACTORS

- 7.1 Roads and Amenity Services provide labour and non-specialist plant as specified. In some districts, mainly islands, resources are limited and private contractors are used to provide cover to comply with this policy.
- 7.2 In severe weather conditions additional resources can be drafted in from local private contractors to supplement those of the Council. Arrangements are made

through the Operations Manager to contact these contractors in advance to determine their availability and formulate contingency plans for contact and mobilisation. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

## **8. SALT, ETC.**

### 8.1 Provision of Salt

8.1.1 Salt or other de-icing materials will be supplied through the Operations Manager. An annual supply contract shall be let prior to the start of the winter season.

8.1.2 Onsite sampling and testing shall be carried out in each area as the Operations Manager deems necessary. The Operations Manager will ensure that sufficient stocks of Salt and Abrasive materials are maintained at each storage location.

### 8.2 Storage of Salt

8.2.1 Where practicable salt shall be stored under cover to prevent leaching, improve handling and to reduce treatment times. A programme of upgrading salt stores with permanent roofs will be undertaken as quickly as practicable and as financial, planning and operational considerations allow.

8.2.2 Storage facilities will be loaded out prior to the commencement of operations and stock levels will be monitored weekly to assure optimum supplies are available throughout the season. Stores will be kept as full as practicable as protection from the weather allows and minimum stock levels will dictate optimum re-ordering procedures.

8.2.3 Weekly totals of all salt quantities delivered, transferred or issued as treatments will be collated for each storage location and e-mailed to HQ for central collation from 12:00hrs each Friday

8.2.4 Requests for additional salt will be included in these weekly e-mails and calling forward of orders will be co-ordinated centrally through the Roads Procurement Officer, with the supply contractor to provide the most efficient means of optimising stock levels.

### 8.3 Use of Salt and Salt / Abrasive Mixtures

8.3.1 Preservation of salt or other de-icing materials for use where they are most effective should be a consideration when formulating a treatment plan. Service resilience must be taken into consideration at all times.

8.3.2 All routes will be pre-treated with pure rock salt, as the most effective method of preventing freezing of wet surfaces or melting of previously formed ice. However on predominantly rural routes affected by snow, grit may be added at 1:1 salt/grit mix to aid traction and break up compacted

layers. In severe conditions or when supplies are restricted, pure Sand / Grit will be employed to preserve de-icing stocks. In wholly urban areas, salt only should be applied to the carriageway at all times. Salt should be spread at the designated spread rates as determined by the Duty Manager.

- 8.3.3 The grading of salt and grit for mixtures shall be such that 100% will pass a 6.3mm sieve but less than 1% passing a 2mm sieve.
- 8.3.4 Grit bins should be filled with a 3:1 grit/salt mix, initially at the start of the season. Continued replenishment in times of persisting hazard will be purely of Sand / Grit to preserve de-icing materials and only when resources permit.
- 8.3.5 Provision of Salt to other departments of the Council or other Contractors will be restricted to maintain the resilience of the Roads and Footways Winter Service within the terms of the Salt preservation Protocol.

#### 8.4 Calibration and control of Salt Rates of Spread

- 8.4.1 The Operations Manager will ensure, through the Fleet Manager that all spreaders, permanent and demountable, are maintained in such a manner as to optimise the salt feed and regular checks of the calibration shall be carried out. Records of all tests and alterations to the calibration shall be maintained for inspection.
- 8.4.2 All spreaders shall have limiting devices fitted such that spread rates cannot exceed 60g/m<sup>2</sup>. The device may be fitted in such a manner as to allow it to be temporarily disconnected to assist the clearance of blockages.

#### 8.5 Grit Bins and Grit Heaps

- 8.5.1 Grit heaps and grit bins are normally placed on routes not included on the Priority 1 – 3 pre-treatment network, or on sections of these routes where additional self help facilities are considered advantageous. They are provided to allow the public to use the salt/grit mix to treat localised hazards on carriageways and footways on the public adopted network.
- 8.5.2 Grit heaps will be situated on rural road verges predominantly on bends, junctions or steep sections. They shall be placed at distances which provide a reasonable volume of material over the extent of any problem area as, if material has to be carried too far, it is unlikely to be used. Consideration will be given to the environmental impact associated with tree roots, hedges and watercourses.
- 8.5.3 Grit Bins will normally be situated in urban areas or where leaching from grit heaps in rural areas is likely to have an environmental impact. They are placed similarly to rural grit heaps to provide an additional self help facility in streets such as at bends, junctions, steep sections of carriageway or footway or close to schools and other public buildings

where delays in planned treatments may result in persisting hazards. Care must be taken in locating bins to avoid impeding sight impaired pedestrians or access to public utilities or roads authority apparatus. Generally where practicable, grit bin sites will allow material to be carried downhill to treat sections of the public network

8.5.4 Replenishment of material to grit heaps or bins will be carried out as regularly as conditions of use require, within the confines of available resources. Sites in regular use may require more frequent visits and the mix of material may vary as operational resources and stocks of available materials permit. This may depend on the overall salt resilience capability of the Council in times of prolonged severe weather conditions.

8.5.5 Requests for the locating of additional grit heaps or grit bins in urban areas will be considered using the following criteria.

- Is the request relevant to the Council asset of adopted roads and footway network?
- Is there a genuine need for an additional facility, based on local knowledge, the type of hazard of concern and any accident history? The criteria for locations in 8.5.2 & 3 above will apply.
- The proximity of similar facilities will be considered, as provision of bins and heaps often leads to further requests in similar locations.
- The overall volume of bins and heaps will have an impact on the ability to provide an effective replenishment operation.

8.5.6 A register of grit bins shall be maintained by the Operations Manager and their location and suitability will be reviewed annually. Grit bins will be serviced and all debris and litter removed prior to the start of the winter season. Initial replenishment of heaps and bins will be carried out prior to the start of the formal standby period, where practicable.

## **9. PLANT RESOURCES AND SERVICING PRACTICES**

9.1 All winter maintenance plant will be serviced, overhauled and made ready for use, at least two weeks before the designated start of the winter period. All servicing and maintenance of specialist winter maintenance plant will be the responsibility of the Operations Manager. The Council's Fleet Services section, maintain all plant and equipment for the user departments. The Fleet Manager will inform the Operations Manager of any deterioration in the effectiveness of any items of Winter Maintenance Plant.

9.2 Any short fall in resources caused by the removal of plant from service, during the winter period, should be reported to the Operations Manager by the Duty Supervisor. The Operations Manager will then seek ways to address the problem. Where additional fleet vehicles are available, these will be prepared as back-up units, either in advance of operations or as soon as practicable whenever a shortfall in vehicles arises..

- 9.3 The Operations Manager will ensure that all major items of plant are made operational by the start of the standby period. A programme of trial runs will be drawn up, to allow all items of plant to be tested and have all their accessories fitted to ensure readiness for the winter period. The trial runs will be carried out on a depot by depot basis during normal working hours.

## **10. WEATHER FORECASTING AND MONITORING**

- 10.1 MeteoGroup Ltd , Vauxhall Bridage , London have been contracted to provide the road forecast for the period 1<sup>st</sup> October to 15<sup>th</sup> May each winter period. Access to forecast information will be gained via the local area networks at Council offices during office hours, or by a broadband router link from Duty Manager's homes. Information is available on a bespoke website for weather information and partially backed up by e-mail. In the event of a system failure it will be possible to obtain the forecast information by fax to the Duty Manager's Office or verbally out of hours to their home.
- 10.2 The contract with MeteoGroup provides for a twenty-four hours consultancy arrangement. Forecasters are available throughout the winter period by telephone, to discuss weather matters and clarify details with department staff.
- 10.3 The text forecast is augmented by other services as necessary, including the use of RADAR and satellite images to study precipitation patterns. There are fourteen Road Sensor stations, owned by the Council and maintained by Met Office's partner Vaisala Ltd, giving atmospheric and surface conditions, situated throughout the Argyll and Bute road network.

## **11. OPERATIONAL COMMUNICATIONS**

- 11.1 Vehicle / Duty Supervisor / Depot Communications
- 11.1.1 Winter maintenance vehicles are provided with a cellular telephone, such that contact may be maintained with the Duty Supervisor or depot at all times. When it is considered safe to do so, manning of vehicles fitted with effective communications facilities, will be limited to the driver only.
- 11.1.2 The fleet of 30nr frontline, route specifically allocated and 2nr back-up, winter maintenance vehicles are fitted with satellite tracking and data-logging equipment, provided by Trackyou Ltd. Vehicles can be monitored through web access, in real time during operations and their actions are recorded and archived for future reference. One other private contractor owned vehicle is employed on pre-treatment operations on the Isle of Jura where in-house resources are limited.
- 11.1.3 Throughout the period of winter standby, the Operations Manager will ensure that staff is available to receive calls from the Police and other appropriate agencies. Call out rotas will be provided to the Operations Manager, adjacent authorities, management agents and the Police.
- 11.2 Communications with Police Scotland, Roads Policing Section

- 11.2.1 It is important that the strong partnership, formed with the Police, is maintained. Information relating to severe weather conditions will be communicated to the Police at the earliest possible opportunity. The Duty Manager will consult fully with the Police when it becomes necessary to arrange road closures and when there is a need to move abandoned vehicles.
- 11.2.2 The “out of hours” emergency rota will be issued to the Police by the Operations Manager. This will be confirmed to the Police Area Control Room at Helen Street, Glasgow on the Friday start to each weekly duty shift.
- 11.2.3 The Duty Manager will arrange for the daily action plan to be e-mailed to the four main local Police offices each day. This will also include a confirmation of the Area Supervisors’ and Duty Manager’s out of hours contact telephone numbers.
- 11.2.4 The Duty Manager will take due regard of all reports received from the Police, concerning dangerous road conditions and give consideration to them, in line with the Council Policy, in deciding the action to be taken.

### 11.3 Communications with other Agencies and Motoring Organisations

- 11.3.1 BEAR Scotland, the North West Trunk Roads term contract operator will be sent the daily action plan and out of hours contact information, each day throughout the winter period.
- 11.3.2 The Duty Manager will inform Glasgow City Council ; Roads and Lighting Faults Call Centre , R.A.L.F. , of the out of hours contact numbers for the following weeks shift and any amendments necessary thereafter.
- 11.3.3 The Winter Manager will inform Traffic Scotland when severe weather conditions are causing delays to traffic movement.

### 11.4 Communications with the Public

- 11.4.1 Enquiries from the public will normally be dealt with by the Customer Access Centre during normal working hours.
- 11.4.2 Consideration will be given to the placing of warning signs, alerting drivers to the possibility that road surface hazards may develop outwith treatment times will be placed at the interface of Priority 1 to Priority 2 & 3 routes
- 11.4.3 Leaflets explaining the extent of treatment routes, their priority and hours of operation will be prepared and where necessary updated, in advance of each season. These will be distributed by electronic means or to all local area Council premises and other public access

buildings and establishments, such as filling stations and shops. Further copies may be issued as mail-drops or inserts to local newspapers.

11.5 Media

11.5.1 National radio, television and national press enquiries should be dealt with by the Director or the Head of Service or through the Council's Press and Media Relations Office.

11.5.2 Local radio and press should be dealt with by the Head of Service or by the Operations Manager.

11.5.3 The Head of Service, Operations Manager will be advised as soon as practicable if conditions deteriorate such that major routes have to be closed.

## **12. INSTRUCTION AND RECORD KEEPING.**

- 12.1 The management of the Instruction, Recording and Archiving of daily winter Action plans is automated, by use of a bespoke winter maintenance management tool provided by Vaisala Ltd.
- 12.2 Vaisala – Road DSS Manager is the web based system which allows access by managers and supervisors simultaneously, to post instructions and record actual activities on each specific pre-treatment route as operations progress. Details will include some or all of the following:-
- a) Details of the routes treated.
  - b) The start and completion of treatment on a specific route.
  - c) Type of treatment carried out.
  - d) Driver and other operator details
  - e) Quantity of materials used
  - f) The prevailing weather conditions.
  - g) Any contacts by Police regarding reactive requirements
  - h) Details of any plant breakdowns, accidents or incidents.
  - i) Any other problems
- 12.3 In parallel to the above recording system, vehicle activities are recorded on the “Trackyou” - vehicle tracking system. Reports and map based graphical records can be run to confirm and clarify in more detail, the recorded activities.
- 12.4 All records are archived in separate remote servers and can be retrieved through web access by any authorised user, at any time after a plan has been completed.
- 12.5 Additional records of all telephone calls related to winter operations are kept by all duty supervisors and managers. These are completed at the end of each shift, collated and filed centrally for future reference.

### Appendix 3 – Advisory signing, routes unsuitable in severe conditions

In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are four roads where signing to indicate specific alternative routes are available.

1. A817 “Haul Rd” , Lomond.  
Snow gates at A82 and A814 “central” roundabout  
Diversion via A818 Arden - A814 Garelochhead
2. C46 Glen Aros / Glenbellart road , Mull  
Signs at Aros Bridge and Dervaig Primary School  
Diversion via A848 Tobermory
3. C9 Glenfinart Road ( The Larach) , Cowal  
Signs at Whistlefield Hotel and Sligrachan Bus turning head;  
Diversion via A880 Cot House
4. C11 Otter Hill road ( Bealach an Drain) , Cowal  
Signs at Glendaruel A886 and Otter Ferry B8000;  
Diversion via A8003 Tighnabruich and Kames.

#### Example of typical information sign



Sign on permanent display during Winter Season.

road closure in conjunction with temporary signs when conditions dictate.



## **Appendix 4 - Salt Use Protocol.**

### **Argyll and Bute Council WINTER SERVICE – OPERATIONS 2017/18**

#### **Protocols for the use of salt and preservation of remaining stocks.**

##### **Storage Capacity, Stock Transfers and replenishment times**

Storage capacity in all 15 “Operational” salt stores has been increased by 3,500tonnes to approximately 14,000tonnes, since 2009, through phase 1 of the covered tunnel construction programme. In addition to this, a secondary “Strategic Stockpile” will be replenished by October 2016, located at Connel Salt Slab, Machrihanish Base or some other site to be determined, with approximately 4,500 tonnes, stored under a proprietary sheeting cover or in a permanent building if available.. The 3,000tonne Dome in Helensburgh, although an operational store, has an element of strategic storage.

For national salt resilience purposes, daily usage is calculated on 2 Priority WRC1-3 network treatments and one WRC4 “other routes” treatment in each 24hr period. This equates to 375tonnes/day at normal use levels, 600tonnes/day for heavy snow.

The West of Scotland Co-ordination Group, Roads sub-group agreed that Roads Authorities should achieve a minimum storage capacity of equivalent to 70% of the average total salt usage of the last three severe winters. This equates to a minimum 14,350tonnes for Argyll and Bute.

However the target tonnage for the start of this season, 28<sup>th</sup> October, is 15,000tonnes including the strategic stockpile. This equates to 45 continuous days supply at Winter Policy treatment levels.

As the national salt supply contract has an allowance of 21days to fulfil delivery from point of order, the minimum resilience required in normal conditions equates to four weeks operations or approximately 60% of the new capacity, at 10,000tonnes. In practice, reduced quantities of 6,000tonnes before replenishment are acceptable. This equates to a resilience of 16 days operations, at normal treatment levels.

Within this total quantity, material may require to be moved between stores to preserve a degree of individual resilience in each of the operational stockpiles around the network. Internal transfers between stores ensure adequate stocks are available as much as practicable to maintain a consistent treatment regime throughout the network. In this way the hierarchy of route treatments can be preserved as per the policy, for as long as practicable within any delivery shortage period.

##### **Operational Decision techniques to Manage Salt use.**

Winter Service Policy already recognises the need to preserve salt primarily for the prevention or treatment of ice on higher speed carriageways. 3Grit:1Salt mixes are already utilised in Grit Heaps and Bins and in the reactive treatment of footways.

Salt preservation techniques can be instigated on carriageway treatments where forecasts or conditions indicate that a mixture of salt and grit will provide the best treatment to aid traction. The winter operations decision to use 50/50 mixes should only be for this purpose, rather than to preserve supplies.

In periods of falling snow, Grit only should be used on “return” ploughing legs until such time as snowfall ceases and there is an expectation that salt will melt any residual snow after ploughing.

In settled constant dry conditions Residual Salt levels on carriageways allow the curtailment of further treatments, as part of the daily operational plan.

## **Reduction in Salt use in treatments, to preserve remaining stocks.**

Where salt stock levels reduce and replenishment quantities are doubtful in either quantity or timescale, the use of salt will be curtailed under the following procedures.

Salt Preservation level      Circumstances      Authorised by.

### **SP1 Total Operational Stocks reduce to 6,000tonnes      Winter Manager**

This level will be reached in conditions of reasonably prolonged hazardous conditions or where extreme conditions reduce the effectiveness of salt. The supply chain for salt replenishment may become of national importance and Transport Scotland and Strathclyde Emergency Co-Ordination Group advice may be received.

#### **First Operation:- Activate replenishment from Strategic Stockpile (+ 4,400 tonnes)**

Depending on the likely delay in replenishment, part or all of the Strategic stockpile may be moved to operational stores and the permanent sheeting replaced. The quantity will be determined by the potential delivery date for shipping. The total stock will provide a further 12days resilience within the operational stores, at normal use rates.

**Resilience:- 27days at normal use levels 375t/day : 16days heavy snow 600t/day**

#### **Second Operation:- Activate Salt Preservation Measures.**

Salt treatments will be reduced. Spread rates adjusted from 40g/m<sup>2</sup> to 20g/m<sup>2</sup>, or 20g/m<sup>2</sup> to 10g/m<sup>2</sup>. Further reductions in the salt content of all carriageway treatments will be achieved by mixing Grit and Salt together, firstly at 1Grit:1Salt then 2Grit:1Salt.

In extreme frosts where RSTs remain below -5C all day, and salt is considered to be ineffective, additional treatments of pure Grit on all routes can be instructed to aid traction. Grit heaps, bins and footway treatments will remain at 3grit:1Salt.

**Resilience:- 32days at reduced use SP1 = 188t/day : 20days heavy snow**

### **SP2 Total stocks reduce to 4,000tonnes      Head of Service**

Salting treatments will be curtailed to Priority 1&2 pre-treatment routes only (1205 km) The SP1 salt mixing techniques will be used in all further SP levels.

All other treatments will be of pure Grit including replenishment of grit bins / heaps.

**Resilience:- 25 days at reduced use SP2 = 156t/day : 15 days heavy snow**

### **SP3 Total Stocks reduce to 2,000tonnes      Executive Director**

Salting will be reduced to one treatment per 24hr forecast period, of the Priority 1&2 network, usually 06:00hrs mornings, in advance of the majority of traffic movements.

All other treatments will be of pure Grit including replenishment of grit bins / heaps

**Resilience:- 25 days at reduced use SP3 = 78t/day : 15 days heavy snow**

### **SP4 Total stocks reduce to 1,000tonnes      Chief Executive**

Salting reduced to Priority 1 and Priority 2 "A" class routes only 06:00hrs. (492km)

All other roads and mobilisation times, Grit only.

**Resilience:- 32 days at reduced use SP4 = 31t/day : 20 days heavy snow**

### **SP5 Total Stocks reduce to 700 tonnes      Chief Executive**

Effectively **2 days resilience at original policy normal use.** The trigger point for application to Scottish Executive Emergency Salt stockpile. Release of salt, allowing replenishment out with the normal constraints of the national salt supply contract.

**Resilience:- 22 days at reduced use SP5 = 31t/day : 13 days heavy snow**

**Total resilience: SP1 (2<sup>nd</sup> Op) > SP5 (end) = 68 days : 41 days heavy snow.**

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**EXTERNAL AMENITY CONTRACTS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 At the April meeting of the Environment, Development and Infrastructure Committee, it was agreed that a report be submitted providing detail on the external amenity contracts across all areas.
- 1.2 The amenity team forms part of Roads and Amenity's operations team which also includes roads operations. The amenity team deliver a wide and varied range of services the detail of which is expanded on in the main body of the report.
- 1.3 With the reductions in revenue funding there have been numerous changes to the amenities team in terms of working patterns, the scale and type of work carried together with a reduction in staff numbers. Alternative working patterns have been introduced to help manage the reductions in budgets. The changes to working patterns together with a reduction in overall staffing numbers have reduced the flexibility and resilience within the team.
- 1.4 The Council has been successful in securing third party works for grounds maintenance through a main contractor for areas that fall within ACHAs responsibility. These arrangements fully fund two seasonal staff. The funding received from these works covers labour, plant and overhead, provides employment and also provides the amenity team with additional resilience through increase resource being available. In practice the 2 additional staff can be used to supplement scheduled council work with permanent council staff being used to supplement the contracted work, this arrangement provides more resilience and flexibility. Overall the contracted work does not exceed the 2 additional seasonal staff. The finances associated with the works are commercial and confidential and are therefore not included within this report.
- 1.4 It is recommended that members endorse this report.

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ARGYLL AND BUTE COUNCIL

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## EXTERNAL AMENITY CONTRACTS

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### 2.0 SUMMARY

- 2.1 The Council's amenity team carry out some contracted work. At the April Environment, Development and Infrastructure Committee, it was agreed that a report be submitted providing detail on the external amenity contracts across all areas. This report provides that detail.

### 3.0 RECOMMENDATIONS

- 3.1 It is recommended that Members endorse this report.

### 4.0 DETAILS

- 4.1 At the April 2017 Environment, Development and Infrastructure Committee Consideration was given to a recommendation from the Mid Argyll, Kintyre and the Islands Area Committee of 1 March 2017 regarding external amenity contracts across all areas. The decision of the Environment, Development and Infrastructure Committee was:

*'The Committee agreed that a report be submitted to the appropriate Committee by the Executive Director – Development and Infrastructure Services providing detail on the external amenity contracts across all areas. (Reference: Extract from Minute of Mid Argyll, Kintyre and the Islands Area Committee held on 1 March 2017 and report by Executive Director – Development and Infrastructure Services dated February 2017, submitted)'*

- 4.2 The amenity team forms part of Roads and Amenity's operations team which also includes roads. The amenity team deliver grounds and grassland maintenance, weed treatment, bedding plants, maintenance of playparks, street sweeping, cleansing and maintenance of public conveniences, burial and cremation service, maintenance of cemeteries, environmental wardens (covering control of dogs, pest control, litter enforcement, commercial waste agreements, monitoring of civic amenity sites and support to the parking service), operational management of council run landfill sites and minor roads repairs through the Local Environmental Teams (LETs).

- 4.3.1 With the reductions in revenue funding there have been numerous changes to the amenities team in terms of working patterns, the scale and type of work carried out and also a reduction in staff numbers. Varying working patterns have been introduced to help manage the reductions in budgets and staffing levels. The changes to working patterns include; annualised hours (with some staff working longer summer hours and shorter winter hours to accommodate seasonal demands), split shift working and 7 day working based on 4 days on 4 days off with each working day being longer to be equivalent to a full working week. These changes to working patterns together with a reduction in overall staffing numbers have, as highlighted when the policy decisions were being considered, reduced the flexibility and resilience within the team.
- 4.3.2 The Council have been successful in securing third party works for grounds maintenance through a main contractor for areas that are the responsibility of ACHA. These arrangements fully fund two seasonal staff based in Kintyre and Islay. The funding received from these works covers labour, plant and overhead, provides employment and also provides the amenity team with additional resilience through increase resource being available. In practice the 2 additional staff can be used to supplement scheduled council work with permanent council staff being used to supplement the contracted work, this arrangement provides more resilience and flexibility. Overall the contracted work does not exceed the 2 additional seasonal staff. The finances associated with the works are commercial and confidential and are therefore not included within this report.
- 4.3.3 The council will need to take an increased focus on securing third party work and generating income given the budget outlook between now and 2020 – 21. Teams across Roads and Amenity and the wider council are actively seeking to generate income through external work to enable jobs to be secured locally and provide resilience to otherwise reducing teams.

## **5.0 CONCLUSION**

- 5.1 The Council's amenity team carry out some contracted work. At the April Environment, Development and Infrastructure Committee, it was agreed that a report be submitted providing detail on the external amenity contracts across all areas. This report provides that detail.
- 5.2 This report also details the work carried out by the amenities team, the working patterns and also confirms that the council will be actively seeking to secure additional third party works where appropriate.

## **6.0 IMPLICATIONS**

- |     |           |  |
|-----|-----------|--|
| 6.1 | Policy    | Changes to working patterns and staffing numbers have resulted from policy decisions directly related to reductions in budget level. |
| 6.2 | Financial | As detailed in the report, the financial issues relating to  |

third party work is commercial and confidential

6.3	Legal	None Known
6.4	HR	The current third party arrangements in amenity enable 2 seasonal FTEs to be employed
6.5	Equalities	None Known
6.6	Risk	None Known
6.7	Customer Services	None Known

**Executive Director of Development and Infrastructure** Pippa Milne  
**Head of Roads and Amenity Services** Jim Smith  
**Policy Lead** Councillor Roddy McCuish  
August 2017

**For further information contact:** Jim Smith, Head of Roads and Amenity Services

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
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**SUSTAINABLE COMMUNITY INITIATIVES FUND**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 At its meeting on 6 April 2017, the Environment, Development and Infrastructure Committee agreed to delegate to the Director of Development and Infrastructure to prioritise and allocate funding for Community Bid applications based on agreed criteria. The main purpose of this report is to provide an update on the applications to the Sustainable Community Initiatives Fund and how the Fund is being disbursed.
- 1.2 The report details the applications received and highlights that the Fund is oversubscribed.
- 1.3 It is recommended that the Committee:
- Note the contents of the report
  - Agree to disbursement of any left-over funds be allocated as set out in paragraph 4.11

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ARGYLL AND BUTE COUNCIL

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Development and Infrastructure

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## SUSTAINABLE COMMUNITY INITIATIVES FUND

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### 2.0 INTRODUCTION

- 2.1 At the Council Budget Meeting held on 23 February 2017 members approved an earmarked allocation of £200k in the financial year 2017/18. The funding is to support any reliability issues to assist with the three weekly bin collection programme and assisting with the transition and changes to ground maintenance (grass cutting services), with initiatives to tackle the problems with dog fouling, litter and marine litter, with an emphasis on sustainable community initiatives.
- 2.2 At its meeting on 6 April 2017, the Environment, Development and Infrastructure Committee agreed to delegate to the Director of Development and Infrastructure to prioritise and allocate funding for Community Bid applications based on agreed criteria.
- 2.2 This report provides information about the applications received for the Sustainable Community Initiatives Fund and details how the Fund is being disbursed.

### 3.0 RECOMMENDATIONS

- 3.1 Note the contents of the report
- 3.2 Agree to disbursement of any left-over funds be allocated as set out in paragraph 4.11

### 4.0 DETAIL

- 4.1 The agreed Sustainable Community Initiatives Fund of £50,000 was advertised through local media, council website and through email to community councils and other community groups in early May 2017 and reminder media releases were circulated in mid-June and July.
- 4.2 Managers in Roads and Amenity Services nominated officers for the judging panel to provide a mix of experience and knowledge to assess the applications.
- 4.3 Forty-eight applications were received by the closing date of 31<sup>st</sup> July and

these are being reviewed by the judging panel. The total funding request is £148,089 and the fund available is £50,000. A summary of applications is attached (appendix 1) showing the level of application in each of the 4 administrative areas.

- 4.4 Projects are wide-ranging from requests for £150 for litter picks up to £5,000 to upgrade facilities and improve surroundings. Community ideas include transforming wasteland into community gardens and growing areas, improving picnic areas, beach cleans and litter education.
- 4.5 The funding agreed by the Environment, Development and Infrastructure Committee in April 2017 is intended to assist with the transition and change to ground maintenance (grass cutting services) with initiatives to tackle the problems with dog fouling, litter and marine litter with an emphasis on sustainable community initiatives. Community Initiatives should be beneficial to the amenity and environment of Argyll and Bute.
- 4.6 All applications are being judged against the above criteria and scored against the following agreed criteria:

Sustainability	proposal must not require any additional funding from the Council and provide lasting environmental benefit to the community.	1=partial compliance, 2=good evidence of compliance, 3=comprehensive evidence provided
Match funding	promoting group to lever in match funding	1=up to 30% of application matched by additional funding, 2=up to 70% matched, 3=over 70-100% of application matched by additional funding
Community engagement	eg demonstrate that a significant proportion of people in the community / local area have been involved in set-up or delivery	1=partial compliance, 2=good evidence of compliance, 3=comprehensive evidence provided
Providing environmental benefits	eg improved recycling, cleansing, gardens for communities	1=partial compliance, 2=good evidence of compliance, 3=comprehensive evidence provided
Risk	applicant to provide assurance that the project can be delivered	1=partial compliance, 2=good evidence of compliance, 3=comprehensive evidence provided

- 4.7 The judging panel will be minded of this when scoring the applications and deciding about the allocation of grants and, in doing so, will consider whether a project is viable with reduced funding.
- 4.8 Some applications do not meet the criteria (eg the fund cannot support playpark equipment or building improvements). It is anticipated that not all applications will be supported, partly due to the availability of funds and partly due to their not fully meeting the criteria.
- 4.9 We will need to manage applicants' expectations and likely disappointment from unsuccessful applicants or those who are not awarded everything requested. We will do this by providing feedback, signposting alternative sources of funding and through liaison with Members. We will continue to work closely with Communications to highlight the successful projects while acknowledging that there are many positive actions being taken by communities to improve their local amenity and environment.
- 4.10 There are many worthwhile projects that the Fund cannot support because they do not meet the criteria to assist with the transition and change to ground maintenance and tackle litter. For example, feasibility studies, building repairs, community boat building, paths projects, support for small businesses, large-scale tree planting and projects which are not accessible by the wider public.
- 4.11 From the initial assessment of the applications it is not anticipated that we will be able to disburse the full fund (£50,000), due to insufficient applications fully meeting the criteria. Appendix 1B provides an indication of the level of funding (£35,721.72) that can be allocated following the initial assessment, based on the agreed criteria. This will be confirmed following full assessment being concluded. It is proposed that any unallocated funding be allocated for improvements to civic amenity sites and improvements to waste collections, ensuring equity for each area.

## **5.0 CONCLUSION**

- 5.1 The Sustainable Community Initiatives Fund has received 48 applications requesting almost three times the amount of funds available. However, not all applications meet the criteria.
- 5.2 Applications will be processed during August with a view to informing all applicants of the outcome in September. Members will be kept informed and an update report will be brought to EDI in December.
- 5.3 Publicity will be given to the successful projects in order to promote the many positive actions being taken by communities to improve their environment and the support that the council is providing.

## **6.0 IMPLICATIONS**

- 6.1 Policy: none
- 6.2 Financial: budget provision allocated through the 2017 budget
- 6.3 Legal: none
- 6.4 HR: none
- 6.5 Equalities: none
- 6.6 Risk: none
- 6.7 Customer Service: none

**Executive Director of Development and Infrastructure** Pippa Milne  
**Head of Roads and Amenity Services** Jim Smith  
**Policy Lead: Councillor** Roddy McCuish  
4 August 2017

**For further information contact:** Jennifer Swanson, Project Manager  
Transformation, 01546 604298

#### **APPENDICES**

- Appendix 1a: Summary of applications by area
- Appendix 1b: Summary of applications that meet criteria, by area

**APPENDIX 1a: SUMMARY OF ALL APPLICATIONS BY AREA**

<b>Area</b>	<b>Total no of applications</b>	<b>Total requested</b>	<b>Total project value</b>
Bute and Cowal	18	£56,497	£198,242
Helensburgh and Lomond	13	£42,146	£97,897
Mid-Argyll and Islands	11	£38,321	£179,648
Oban, Lorn and Isles	6	£11,125	£28,200
<b>TOTAL</b>	<b>48</b>	<b>£148,089.00</b>	<b>£503,987.00</b>

**APPENDIX 1b: SUMMARY OF APPLICATIONS THAT MEET CRITERIA**

<b>Area</b>	<b>Total no of eligible applications</b>	<b>Total amount requested</b>	<b>Total project value</b>	<b>Total grant offer</b>
Bute and Cowal	7	£21,162.92	£62,452.75	£14,162.92
Helensburgh and Lomond	6	£13,695.00	£21,230.00	£10,595.00
Mid-Argyll and Islands	5	£14,588.80	£73,465.69	£10,313.80
Oban, Lorn and Isles	2	£650.00	£5,250	£650.00
<b>TOTAL</b>	<b>20</b>	<b>£50,096.72</b>	<b>£162,398.44</b>	<b>£35,721.72</b>

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**FESTIVE LIGHTING**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 Across Argyll and Bute the council works with communities to help them enjoy a range of lighting displays over the festive period.
- 1.2 There is no statutory requirement nor GAE allocation associated with providing festive lighting displays, although this council, like many other local authorities across the country, has historically provided this service.
- 1.3 This has historically cost around £100,000 each year.
- 1.4 The council, at its budget meeting in February 2016, took the decision to look at alternative, community-led delivery methods, with £300,000 earmarked from reserves to support council delivery and transitional arrangements for the following three financial years, with a report to be brought forward by the Executive Director of Development and Infrastructure outlining allocations, arrangements and funding timescales in relation to the replacement of the current revenue position.
- 1.5 In a report to the EDI committee in August 2016 it was proposed that for 2016/17 that festive lighting be provided by the council on the basis of historic arrangements. This report also set out the expectation that 2017/18 and 2018/19 would be transitional years where communities seeking a community-led delivery method would be supported to develop their individual arrangements for 2019/20 and beyond.
- 1.6 At the April meeting of the EDI committee members decided that the remaining balance of festive funding (£207,611) be allocated to the four area committees to be used for long-term, sustainable festive lighting outcomes (£51,902 per area committee). At this meeting it was also agreed that officers would commence the community engagement exercise, with a view to community groups beginning the community-led delivery no later than 2019/20
- 1.7 There is a general expectation that the council will continue to deliver the service on the basis of historic arrangements for the 2017 festive period

- 1.8 This report summarises the successful initial round of engagement to date, as well as indicating potential alternative delivery methods (which include a strategic approach to scoping out a simplified switch on process), highlighting the intended work programme for this year, and asks members to consider potential alternative uses for the earmarked funds

## **2.0 RECOMMENDATIONS**

- Note the progress so far with community engagement and the positive indications of the ambitions for community-led delivery models
- Note that festive lighting will be delivered in 2017 on the basis of historic arrangements
- Agree that a further report will come forward to EDI into the Spring of 2018 giving further detail on inventory, specification and single switch on scoping work, as well as the next phase of community engagement and the preferred route for the transfer of existing festive lighting assets
- Agree that individual reports on the financial position with the remaining earmarked funds, which will reduce if the council delivers festive lighting this December on the basis of historic arrangements, and their potential future uses in Year Three, will go to the four area committees into the Spring of 2018.

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## **FESTIVE LIGHTING**

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### **3.0 INTRODUCTION**

- 3.1 This report summarises the work of officers to date to give effect to the council decision of February 2016 to look at alternative, community-led festive lighting delivery methods
- 3.2 The report also indicates potential alternative delivery methods (which include a strategic approach to scoping out a simplified switch on process), highlighting the work programme for this year, and sets out potential alternative uses for the earmarked funds into Year Three

### **4.0 RECOMMENDATIONS**

- Note the progress so far with community engagement and the positive indications of the ambitions for community-led delivery models
- Note that festive lighting will be delivered in 2017 on the basis of historic arrangements
- Agree that a further report will come forward to EDI into the Spring of 2018 giving further detail on inventory, specification and single switch on scoping work, as well as the next phase of community engagement and the preferred route for the transfer of existing festive lighting assets
- Agree that individual reports on the financial position with the remaining earmarked funds, which will reduce if the council delivers festive lighting this December on the basis of historic arrangements, and their potential future uses in Year Three, will go to the four area committees into the Spring of 2018.

### **5.0 DETAIL**

#### **5.1 COMMUNITY ENGAGEMENT**

- 5.1.1 A report on festive lighting to the April meeting of the EDI committee highlighted that officers would progress an initial round of community engagement, which would involve contacting the various community groups involved in festive

lighting across the council area in an effort to better understand their ambition and the appetite to look at a community-led delivery model

- 5.1.2 As well as a lack of inventory and specification information which was highlighted to members in the April report, there was not a central database of contact details for the key contacts within the groups. As such, there was a requirement to compile such a database to allow for initial discussions. This was completed with the assistance of the council's streetlighting team, local staff in Development and Infrastructure and elected members.
- 5.1.3 Officers have tried wherever possible to meet with groups face-to-face, and where this was not possible to conduct discussions via telephone. Of the 21 areas highlighted to members in a previous report to EDI committee in August of 2016, discussions with community representatives have been very positive, with all groups with whom there is an existing relationship agreeing, in principle, to work towards community-led festive lighting from 2019 onwards. There is additional work to do in a small number of areas where there is not an established community delivery partner
- 5.1.4 It is intended that this engagement work continues into the early part of 2018, when officers will look to progress detailed minutes of agreement in each area which will specify the arrangements going forward, and be agreed by both parties
- 5.1.5 The engagement work has allowed officers to build a more complete picture of individual arrangements, which will help to provide the strategic overview which is necessary to take this project forward. This will also help to inform the inventory and specification work which will run concurrently with the festive lighting delivery work programme for 2017.
- 5.1.6 This more complete picture shows that there are a range of models which currently operate, with the festive lighting in some areas being very much community-led already.
- 5.1.7 The work has also shown that a key consideration going forward is the sustainability of each event. It may be the case that the only way that events can be sustainable is if they are reduced in scale, but this will be a decision for the community delivery partner, on the basis of the specific financial position balanced against the aspirations of individual communities. Community led delivery of events on a similar scale to the historic arrangements could be challenging in some areas where there is not a pre-existing group with an established involvement and broad community support.

## 5.2 WORK PROGRAMME FOR 2017

- 5.2.1 The current intention, subject to area committee approval, is to deliver festive on the basis of the historic model for 2017. Work has been ongoing over the

summer months to test and, where necessary, repair or replace the council's existing festive lighting stock.

- 5.2.2 Running alongside the maintenance element, work continues to develop reliable inventory, specification and circuitry information. There were a lack of up-to-date service procedures and circuit drawings for the installation of festive features. Much of the required information appeared to be contained as working knowledge. Our street lighting team is currently working on providing more detailed specifications, and time has been set aside in their overall work programme to allow this programming and specification work to take place. This includes a simplified system of tagging festive lighting assets with information on where they should be erected, and how, and from where they are switched on. In better understanding the specific works involved, and the time and expertise required to carry out the works, we will be able to produce accurate unit costings which will give community groups reliable cost information, and allow us to develop an appropriate, proportionate and reasonable charging scheme. This will help to inform future discussions as we look to firm up the long-term arrangements, as well as helping community groups with any fundraising or applications for external funding
- 5.2.3 Work also continues to ensure an appropriate work programme and delivery method for 2017, which takes into account the lessons learned from 2016. Given the working knowledge contained within our internal street lighting team, and the suitable resourcing of the LED replacement project, it is intended to use internal resources to deliver festive lighting in 2017. It may be the case that we will need to bolster our internal resource with contracted labour, and if this is the case we will procure a suitably experienced and qualified contractor from a framework contract, to work under the direction of our own internal street lighting team
- 5.2.4 The work programme is being informed by discussions with community groups. We are in the process of compiling a master list of switch on dates and will plan our work around this. It is intended that officers will attend each site before the end of October to scope out the necessary individual arrangements, and that these sites meetings be informed by community representatives and local members. Following erection, our street lighting team will be available to respond to any issues as they develop over the festive period, and intend to have the lights removed and appropriately stored in early January
- 5.2.5 We have strengthened our internal resource with the recruitment, on a short term basis, of a lighting engineer who is assisting us with capital planning, as well as scoping out simplified switch on mechanisms. Currently the switching on of festive lighting relies on multiple fuses, which have to be manually placed in columns and/or fuse pillars, and requires several operatives to be on site to allow a synchronized switch on. This is very labour intensive, and as a consequence, costly. We are in the process of beginning to investigate the practicalities of a single or minimum number of switching points being installed, and this work will be supported by the circuitry, inventory, unit cost and

specification information which will be recorded in the process of delivery this year.

### 5.3 ALTERNATIVE DELIVERY METHODS

- 5.3.1 There will be different solutions in different places, depending on the ambitions of the community, balanced against practicality and affordability.
- 5.3.2 These solutions could include: local fundraising; private sector sponsorship; council assistance to help groups become properly constituted to allow them to access potential sources of external funding; local goodwill, e.g. the in-kind support of local tradesman and other suitably qualified and competent members of the community; potential access to community benefit monies from on-shore renewable energy developments; the council working as a contractor, with a fair, reasonable and proportionate recharge; potential hire of council equipment
- 5.3.3 It is envisaged that the council will help facilitate cohesive discussions, the sharing of best practice and partnership working between different community groups, to further ensure the long-term sustainability of festive lighting in Argyll and Bute. In practical terms what this could mean is community groups coming together to use their collective buying power to renew or replace festive lighting assets. It could also mean groups coming together to hire the same vehicle or use the same contractor, thus generating for the communities economies of scale

### 5.4 POTENTIAL ALTERNATIVE USE FOR EARMARKED MONIES

- 5.4.1 Throughout the community engagement process groups have expressed a willingness to look to move to a fully community-led model earlier than the indicative timescale set by members in their decision of Feb 2016
- 5.4.2 Groups have expressed the view that an initial allocation of monies from the council would allow them to establish long-term plans, as well as helping secure match funding
- 5.4.3 As a result of these discussions it is intended that individual reports on the financial position and the potential future uses of the remaining funds will go to each of the four area committees in the Spring of 2018, following council-led delivery in December 2017.
- 5.4.4 Should area committees be of the view that the remaining funds be opened up for community bids in Year Three, it is intended that the normal funding safeguards be put in place, where we would ask groups to include in their submission information such as: copy of the constitution or articles of association; the most recent accounts or OSCR return signed and dated by an auditor or someone external to the organisation who is appropriately experienced or qualified; the most recent annual report or a summary of the work/activities of your group over the past year; current bank certificates/statements showing balances held in every account; a breakdown of

any staff costs applied for; a business plan, including marketing plan for the activity, a planning framework with clear ownership, responsibility and liability for any event, ensuring that suitably qualified individuals are carrying out work on the live supplier network; and evidence of appropriate insurance coverage for any event.

5.4.5 When the specification work detailed at 5.2.2 is completed we will be in a position to provide community groups with accurate costs which will help them in their decision making on the scale of future arrangements and potential funding sources if required. The groups would agree with the council the extent of any lighting for their individual area. The council would have to be satisfied that any work being carried out on the live supplier network and/or the public road network was being undertaken by suitably qualified and insured individuals. It is intended that this work is carried out by the council on a recharge basis, however, groups would be free to apply for a permit for competent contractors/individuals to carry out the work.

## **6.0 CONCLUSION**

6.1 Officers have concluded the initial phase of engagement, with positive progress so far. Attention now turns to obtaining further information, as well as successful council delivery of event in 2017, which will allow negotiations with individual groups into the early part of 2018, at a greater level of detail than has been possible to date with a view to progressing specific agreements over the course of 2018.

## **7.0 IMPLICATIONS**

7.1 Policy	Agreed as part of service choices
7.2 Financial	Budget reductions agreed as part of service choices
7.3 Legal	None known
7.4 HR	None known
7.5 Equalities	None known
7.6 Risk	None known
7.7 Customer Service	None known

**Executive Director of Development and Infrastructure Pippa Milne**

**Policy Lead for Roads and Amenity Services Councillor Roddy McCuish**

August 2017

For further information contact:

Jim Smith, Head of Roads and Amenity Services.

Tel: 01546 604324

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND  
INFRASTRUCTURE SERVICES

7<sup>TH</sup> SEPTEMBER 2017

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**FERRY SERVICES – POLICY REVIEW BY SCOTTISH GOVERNMENT**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The Scottish Government has commenced a policy review into the legal, policy and financial implications relevant to the future procurement of the Scottish Government's ferry services. The review is still ongoing and this report provides Members with an update on progress.
- 1.2 The review is seen by the Scottish Government as an opportunity to give further consideration to future tendering options for Scottish Government ferry contracts.
- 1.3 Council officers attended meetings in Glasgow on 26<sup>th</sup> May and in Oban on 30<sup>th</sup> May this year as part of the Scottish Government's engagement process. Generally, island representatives present at the meeting considered it would be wise to tender services to generate interest from external organisations, and to promote a business-orientated ethos within in-house companies.
- 1.4 Further updates will be provided to Members as information from the Scottish Government becomes available.
- 1.5 It is recommended that Members a) note this report and b) if they are so minded, provide views on the procurement options being considered by the Scottish Government.

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND  
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DEVELOPMENT AND  
INFRASTRUCTURE SERVICES

7<sup>TH</sup> SEPTEMBER 2017

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**FERRY SERVICES – POLICY REVIEW BY SCOTTISH GOVERNMENT**

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**2.0 INTRODUCTION**

2.1 The Scottish Government commenced a policy review in February of this year into legal, policy and financial implications relevant to the future procurement of the Scottish Government's ferry services. The review is still ongoing and this report provides Members with an update on progress.

**3.0 RECOMMENDATIONS**

3.1 It is recommended that Members a) note this report and b) if they are so minded, provide views on the procurement options being considered by the Scottish Government.

**4.0 BACKGROUND**

4.1 A policy review into future tendering for Scottish Government ferry contracts was initiated by the Minister for Transport and the Islands Humza Yousaf in February of this year. It follows correspondence from the European Commission on the Teckal Exemption\*. The response from the European Commission indicated that, in certain circumstances, public ferry services could be awarded to an "in house" operator without the need for tendering. The review by the Scottish Government is still ongoing.

\*The Teckal exemption allows for public contracts to be awarded to in-house companies under strict conditions relating to the parent authority's control and the functions performed.

4.2 The review is seen by the Scottish Government as an opportunity to give further consideration to future tendering options for Scottish Government ferry contracts; it is also considered to be an opportunity to ensure that the best possible ferry services are provided to the island and remote mainland communities. Transport Scotland has stated that they have undertaken the review to address the potential implications of the European Commission's reply on the procurement of ferry services; it covers the application of the Teckal exemption in light of the Commission's latest advice, the requirement to ensure compliance with State aid rules, and all other legal, policy and financial implications relevant to alternative models for procuring the ferry services.

- 4.3 In April of this year, Mr Yousaf stated that:  
*“we cannot pre-judge the outcome of the review. However, should it conclude that it would be possible to apply the Teckal exemption and meet State aid rules then we would be minded to provide ferry services through an in-house operator, taking account of the communities they serve. This would, of course, be subject to wider policy and value for money implications and the views of those communities”.*

## 5.0 DETAIL

- 5.1 The terms of reference for the review, with key milestones, is attached to this report in Appendix A. In summary, the review considers the following issues:-

- The possible application direct award of future ferry contracts to an in-house operator.
- The requirement to ensure compliance with State aid rules, and
- All other legal, policy and financial implications.

- 5.2 The review also comprises engagement with key stakeholders. Council officers attended meetings in Glasgow on 26<sup>th</sup> May and in Oban on 30<sup>th</sup> May this year. Attendees also included community representatives from Islay, Mull and Lismore. Attendees were asked to provide their views on whether they considered services should be tendered in future, or remain in-house. Generally, island representatives present at the meeting considered it would be wise to tender services to generate interest from external organizations, and to promote a business-orientated ethos within in-house companies.

- 5.3 Members are asked to note that, currently, the tendering exercise for the Gourock-Dunoon ferry service has been paused whilst the policy review is ongoing.

## 6.0 CONCLUSION

- 6.1 The policy review into the Scottish Government’s future procurement of Scottish ferry services is ongoing. Further updates will be provided to Members in due course.

## 7.0 IMPLICATIONS

- |     |                   |                       |
|-----|-------------------|-----------------------|
| 7.1 | <b>Policy</b>     | None for the Council. |
| 7.2 | <b>Financial</b>  | None for the Council. |
| 7.3 | <b>Legal</b>      | None for the Council. |
| 7.4 | <b>HR</b>         | None for the Council. |
| 7.5 | <b>Equalities</b> | None for the Council. |

**7.6 Risk** None for the Council.

**7.7 Customer Services** None for the Council.

**Executive Director of Development and Infrastructure:** Pippa Milne

**Head of Roads and Amenity Services:** Jim Smith

**Policy Lead:** Councillor Roddy McCuish

30 August 2017

**For further information contact:** Stewart Clark, Marine Operations Manager

Tel: 01546 604893

# **APPENDIX A**

**FERRY SERVICES PROCUREMENT POLICY REVIEW  
TERMS OF REFERENCE**

**Purpose**

The Policy Review will examine the future approach to the procurement of the Scottish Government's lifeline ferry services, in accordance with European and domestic legislation.

The Policy Review's primary purpose is to ensure the continued provision of safe, efficient and effective ferry services that meet the needs of island and remote rural communities and which provide value for money to the taxpayer.

**Remit**

The Policy Review will identify and consider in detail the legal, policy and financial implications relevant to the procurement of ferry services, including:

- the possible application of the Teckal exemption
- the requirement to ensure compliance with State aid rules, and
- all other legal, policy and financial implications relevant to the procurement of ferry services in future

The review will examine alternative models to the current organisational structures and governance of David MacBrayne Ltd and Caledonian Maritime Assets Ltd. within the context of meeting the conditions of Teckal and State aid rules.

The review will produce a report on the sustainable provision of ferry services in future. It will be made available to Parliament and be published on Transport Scotland's website.

**Structure and Process**

The Minister for Transport and the Islands will oversee the review which will be conducted by officials with the relevant expertise from across Transport Scotland and Scottish Government, including:

- Transport Scotland Ferries Unit
- Transport Scotland Analytical Services
- Transport Scotland Finance
- Scottish Government Finance
- Scottish Government Legal Directorate
- Scottish Government European Union Office

- Scottish Government State aid Unit
- Scottish Government Procurement and Commercial Directorate

The review will be structured around three workstreams:

- Legal – including such elements as consideration of the Teckal exemption, the Maritime Cabotage Regulation and State aid rules
- Policy – including such elements as operational implications, consideration of future operating models, key stakeholder engagement and implications of Brexit
- Financial – including such elements as consideration of costs, benefits and value for money associated with procurement of ferry services in future

### Stakeholder Engagement

The review will engage closely with stakeholders through a series of key stakeholder reference groups and bi-lateral meetings, including:

- Regional Transport Partnership Ferry User Groups involving local authority, community, business and tourism stakeholders
- Constituency MSP and Transport Spokespersons
- Trade Unions
- European Commission
- Existing Public Service Contract Operating Companies

### Provisional Timeline

The requirement to consider complex and detailed legal, policy and financial information means that the outcome of the review cannot be prejudged. Emerging findings could influence both the direction and timeline of the review.

A provisional timeline is presented for information purposes only at this early stage in the review process and may be subject to amendment as the review progresses.

Key Milestones	Provisional Timeline
Key Stakeholder engagement	February – June 2017
Consideration of legal, policy and financial implications	February – August 2017
Publication of Report	Autumn 2017

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## Environment, Development and Infrastructure Committee Work Plan 2017/18

September 2017: This is an outline plan to facilitate forward planning of reports to the EDI Committee.				
7 September 2017	Title	Service	Date Due	Comments
	Development and Infrastructure Services Performance Report FQ4 2016/17 and FQ1 2017/18	Directorate	15 August 2017	
	Roads Asset Management Plan	Roads and Amenity Services		
	Argyll and Bute Council Ferries	Roads and Amenity Services		
	Safety/Crash Barriers	Roads and Amenity Services		
	Winter Service Policy 2017/18	Roads and Amenity Services		
	External Amenity Contracts	Roads and Amenity Services		
	Sustainable Community Initiatives Fund	Roads and Amenity Services		
	Festive Lighting	Roads and Amenity Services		
Future Items				
	CARS Update /C 'town and Dunoon/Inveraray/Rothesay	Economic Development		Possibly 7 December
	Invasive Weeds Policy	Roads & Amenity Services		
	Litter Policy	Roads & Amenity Services		
	Presentation from, Ofcom	External	n/a	

## Environment, Development and Infrastructure Committee Work Plan 2017/18

	Sustainable Community Initiatives – Environmental Wardens	Roads and Amenity Services	January 2018	EDI agreed at 6/4 mtg that a report to be prepared advising of success or otherwise of employment of 4 additional Environmental Wardens on for a 12 month contract to boost resources to tackle dog fouling and litter.