

— OFFICE OF THE —  
SCOTTISH ROAD WORKS COMMISSIONER

**Business Plan 2026-27**

19 May 2026

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## **Introduction**

The Scottish Road Works Commissioner (SRWC) is an independent public official, appointed by and accountable to the Scottish Ministers. The SRWC acts as a regulator for the Roads Authorities and Utility Companies undertaking works in Scotland's roads.

As well as the Commissioner's duties as an independent regulator, the post oversees improvements to the planning, co-ordination and quality of road works in Scotland. He is responsible for promoting good practice across the sector and can impose financial penalties to drive compliance when necessary.

This Business Plan sets out the Commissioner's objectives for the year 2026-27.

Kevin Hamilton was appointed as Scottish Road Works Commissioner in November 2020 for a period of five years, which was extended by an additional two years during 2024. This is his sixth formal Business Plan as Commissioner.

## **Legal Framework**

The Commissioner is an independent public official established under Section 16 of the Transport (Scotland) Act 2005 and is accountable to the Scottish Ministers and ultimately the Scottish Parliament. The Commissioner has powers to appoint staff and has an established team to assist in the execution of his duties.

The Commissioner currently has powers to impose financial penalties on roads authorities who systematically fail in their duty to co-ordinate and on undertakers (i.e. utility companies with statutory powers) who systematically fail to co-operate when undertaking road works.

The power to issue penalties is normally only used as a last resort following opportunity for improvement having been given, or where previously established reasonable targets are not achieved within the required timescale.

The Commissioner also has powers to issue Compliance Notices where specific duties under New Roads and Street Works Act (1991) and the Roads (Scotland) Act 1984 are breached. Failure to comply with the Compliance Notice is an offence that, upon conviction, may result in an unlimited fine.

The functions of the Commissioner are laid out by the Transport (Scotland) Act 2005 and are as follows:

- Monitoring the carrying out of road works in Scotland;
- Promoting compliance with the New Roads and Street Works Act 1991 (the Act); and
- Promoting the pursuit of good practice by those persons who have functions conferred on or permissions granted to them by the Act.

The Commissioner is also the “Keeper” of the Scottish Road Works Register (SRWR). The SRWR is a single, centralised national public register which is used for the co-ordination of road works in Scotland. The functionality of this register underpins most of the work carried out by the Commissioner.

The Scottish Road Works Commissioner is appointed by the Scottish Ministers. The post is sponsored by Transport Scotland, an agency of the Scottish Government.

## **Vision**

The Commissioner’s vision continues to reflect the need to transition towards a net zero economy. The corporate vision is:

*“To minimise the impacts of road works and support the transition towards Net Zero through improved standards and working practices”*

As an independent public official the Commissioner’s overall vision aligns with the [National Performance Framework](#) (NPF). The Commissioner’s vision aims to contribute to the Scottish National Outcomes in the NPF.

Further information on the vision of the SRWC and how this supports the Scottish National Outcomes is provided in the SRWC 2026-29 Corporate Plan.

## **Transport (Scotland) Act 2019 Implementation**

The Transport (Scotland) Act 2019, which received Royal Assent in November 2019, contained several provisions in relation to road works. Almost all of these have now been implemented, although provisions relating to the format of underground asset data to be provided for the Scottish Road Works Register remain to be progressed. It is anticipated that these will be finalised during 2026-27.

## **Scottish Road Works Commissioner's Corporate Outcomes**

The Scottish Road Works Commissioner has four overarching corporate outcomes, set out in the Corporate Plan 2026-2029, to achieve the overarching vision for his office, and to maintain the standards set from previous years.

They are as follows:

- Monitor the carrying out of road works in Scotland;
- Compliance with road works legislation;
- Promotion of good practice; and
- Effective operation of the Commissioner's office.

## **Public Service Reform Strategy**

This plan acknowledges the three pillars of the Scottish Government's Public Service Reform Strategy: prevention; creating joined up services; and efficiency. The Commissioner commits to the principles of this strategy and will work to support these objectives during the life of this plan.

The Commissioner will remain focused on achieving best value and will maintain a best value matrix detailing how this is to be achieved. He will also commit to timeously prepare and publish a Public Services Reform (Scotland) Act 2010 Sustainability, Efficiency, Effectiveness and Economy Statement and a Public Services Reform (Scotland) Act 2010 Finance Statement. The former will set out how he helps promote and increase sustainable growth and to improve efficiency, effectiveness and economy in exercising his functions. The latter will detail how certain types of expenditure are made.

In addition, the Commissioner will continue to utilise shared

Services hosted by the Scottish Government. Use of these reduces duplication of effort and brings economies of scale benefits. These are:

- IT, payroll and pension services
- Banking services, including the cost benefits from competitive rates.
- Meeting and conference rooms.
- Oracle Fusion's HR function

## **Review of 2025-26 Objectives**

A full breakdown of progress against the objectives set in the 2025-26 Business Plan is included in Appendix A. Unfortunately, four objectives were not fully met, these being:

- Support the RAUC(S) Co-ordination Code of Practice Working Group with attendance at 100% of meetings – This was not achieved due to an increase in meeting frequency which led to conflicts with other meetings and annual leave. Despite missing the target, the group was provided the support required and alternative arrangements were in place for the meetings missed.
- Support the RAUC(S) Inspection Code of Practice Working Group with attendance at 100% of meetings – This was not achieved due to an increase in meeting frequency which led to conflicts with other meetings and annual leave. Despite missing the target, the group was provided the support required and alternative arrangements were in place for the meetings missed.
- Support the RAUC(S) Gazetteer Working Group with attendance at 100% of meetings – This was not achieved as the member of staff responsible for attending (the SRWR Manager) was carrying out business critical work normally done by the Performance Manager which was a vacant post at the time.
- Organisations rated as either well managed or satisfactory in Annual Road Works Performance Review (Target 70%) – For the majority of the reporting period, the Performance Manager post was vacant. This meant that normal

levels of engagement with organisations throughout the year were not maintained. It is considered that this led to a reduction in the number of organisations being rated as well managed or satisfactory.

The Commissioner appointed a new Performance Manager to the vacant post in November 2025.

## **Structure of this Business Plan**

This business plan is a working document which acts as a guide for the Commissioner through the financial year. This document details a programme of objectives and activities designed to achieve the strategic aims of the Commissioner.

Activities undertaken by the Commissioner are broadly split into 6 distinct business areas in the following tables. The business areas identify how each activity is important in meeting the corporate aims of the Commissioner, detailed above.

Key Performance Indicators (KPIs) narrated in the Corporate Plan 2026-29 are also included in this Business Plan and these are highlighted in the Objective description and the use of bold text in the table.

The following abbreviations are used in the activities tables:

<b>Abbreviation</b>	<b>Full Text</b>
Area RAUC	The RAUC(S) sub group for the relevant area.
BGM	Business and Governance Manager
CO	Compliance Officers
Local RAUC	The Area RAUC sub group for the local area.
PQM	Policy and Quality Manager
PM	Performance Manager
RAUC(S)	The Roads Authorities and Utilities Committee (Scotland)
SCOTS	The Scottish Collaboration of Transport Specialists group.
SRWC	Scottish Road Works Commissioner
SRWR	Scottish Road Works Register
SRWRM	SRWR Manager
TSM	Technical Standards Manager

## Business Plan 2026-27 Objectives

### Business Area 1 – Technical/Quality Monitoring

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
1.1	Work with road works community at all levels to improve communication.	1,2,3	Economy	<p>100% attendance at national RAUC(S) meetings by the Commissioner or a representative. <b>(Owner SRWC)</b></p> <p>100% attendance at Area RAUC meetings by the Commissioner or a representative. <b>(Owner SRWC)</b></p>
1.2	Contribute to National (UK) working groups.	2,3	Economy, Environment	<p>Attend at least 75% of quarterly Training and Accreditation Group (TAG) meetings. <b>(Owner TSM)</b></p> <p>Attend at least 75% of Safety at Street Works Code working group meetings. <b>(Owner TSM)</b></p>

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
1.3	Provide support to Roads Authority and Utilities Committee (Scotland) (RAUC(S)) working groups.	3	Economy, Environment	<p>Support the RAUC(S) Inspection Code of Practice Working Group with attendance at least 90% of meetings. <b>(Owner SRWRM)</b></p> <p>Support the RAUC(S) Gazetteer Working Group with attendance at least 75% of meetings. <b>(Owner SRWRM)</b></p> <p>Support the RAUC(S) National Coring Working Group with attendance at least 90% of meetings. <b>(Owner TSM)</b></p> <p>Support the Specification for the Reinstatement of Openings in Roads (SROR) panel with attendance at 75% of meetings. <b>(Owner TSM)</b></p>

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works.	3	Economy, Environment	<p>Support the Scottish Road Research Board (SRRB) with attendance at 75% of meetings. <b>(Owner SRWC/TSM)</b></p> <p>Support the Scottish Collaboration of Transportation Specialists (SCOTS) Executive with attendance at 75% of meetings. <b>(Owner SRWC/TSM)</b></p> <p>Support the Scottish Pavement Forum (SPF) with attendance at 75% of meetings. <b>(Owner SRWC/TSM)</b></p> <p>Support the Transport Scotland Roads for All forum with attendance at 75% of meetings. <b>(Owner SRWC/TSM)</b></p> <p>Support the Transport Scotland Accessible Travel Delivery Plan - Clear Pathways Work Stream Group with attendance at 75% of meetings. <b>(Owner SRWC/TSM)</b></p>

## Business Area 2 – Policy and Quality

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
2.1	Ensure that all of the Commissioner’s policies are regularly reviewed and up-to-date with current legislation.	2,4	Economy, Environment	Review 100% of policies in line with policy review framework. <b>(Owner PQM)</b>
2.2	Continue to input to the development of policy through participation in the Scottish Government’s Policy Development Group (PDG).	1,2,3	Economy, Environment	Commissioner is represented at 100% of meetings of Policy Development Group (PDG). <b>(Owner SRWC/PQM)</b>
2.3	<b>(KPI) Regular community Scottish Road Works Commissioner (SRWC)/ Scottish Road Works Register (SRWR) newsletter.</b>	3	<b>Economy, Environment</b>	<b>Produce and disseminate 3 newsletters in line with RAUC(S) meeting cycle. (Owner PQM)</b>
2.4	Report relevant news stories to the Community/general public.	2,3	Economy, Environment	Prepare and publish six news items for website. <b>(Owner PQM)</b>
2.5	Hold at least one event to promote best practice amongst Community.	2,3	Economy, Environment	Organise/host at least one webinar. <b>(Owner PQM)</b>

### Business Area 3 – SRWR Operation and Management

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
3.1	Collect all SRWR Prescribed Fees and Amounts due in accordance with Scottish Public Finance Manual (SPFM) segregated duties.	1,2,3,4	Economy, Environment	Invoices issued by 1 April 2027. <b>(Owner BGM/SRWRM)</b>  Collection of all statutory fees for use of the register by end July 2026. <b>(Owner BGM/SRWRM)</b>
3.2	Ensure that the SRWR operates in line with the contractual requirements and continues to develop, to provide added benefits to the Commissioner and the road works community.	1,2,4	Economy, Environment	Hold 100% of monthly contract performance and progress reviews of Symology (incumbent SRWR Provider). <b>(Owner SRWRM)</b>  100% attendance at quarterly contract meeting with SRWR Provider <b>(Owner SRWC/SRWRM)</b>  100% attendance at quarterly meetings with SRWR Steering Group. <b>(Owner SRWRM)</b>

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
3.3	SRWR User Satisfaction Customer Survey.	2,3,4	Economy, Environment	<p>Complete analysis of 2025 SRWR User Satisfaction Survey and report to SRWR Steering Group by May 2026. <b>(Owner SRWRM)</b></p> <p>Undertake 2026 SRWR User Satisfaction Customer survey by end March 2027. <b>(Owner SRWRM)</b></p>
3.4	Develop and trial SRWR Bus Route Conflict Checking tool.	3	Economy, Environment	Hold trial of SRWR Bus Route Conflict Checking with road works community by end March 2027. <b>(Owner SRWRM)</b>
3.5	Develop proposals for a SRWR self-service data portal for bus operators and make recommendations to ministers.	3	Economy, Environment	<p>Develop proposals for a SRWR self-service data portal for bus operators. <b>(Owner SRWRM)</b></p> <p>Make recommodifications to Ministers by end March 2027. <b>(Owner SRWC)</b></p>

## Business Area 4 – Performance Monitoring

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures
4.1	<b>(KPI) Annual Road Works Performance Reviews.</b>	1, 2	Economy, Environment	Issue a full performance review for each road works authority and statutory undertaker by end of June 2026. <b>(Owner PM)</b>
4.2	Measuring overall road works compliance.	2	Economy, Environment	Organisations rated as either well managed or satisfactory in Annual Road Works Performance Review (Target 70%). <b>(Owner SRWC)</b>
4.3	Produce quarterly performance dashboard.	1,2	Economy, Environment	100% of quarterly dashboards issued to all organisations. <b>(Owner PM)</b>
4.4	Ensure Compliance Officer resource appropriately directed/utilised.	1,2,4	Economy, Environment	At least 10 monthly Compliance Officer Commissioning Group meetings held. <b>(Owner PM)</b>

## Business Area 5 – Business and Office Governance

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures
5.1	Statutory Returns.	4	Economy, Environment	<p>Quarterly Public Bodies Employment Collection returns made on time. <b>(Owner BGM)</b></p> <p>Quarterly FOI and EIR Statistics returns made on time. <b>(Owner BGM)</b></p> <p>Annual Business Register and Employment Survey – Office of National Statistics returns made on time. <b>(Owner BGM)</b></p>
5.2	Publish Annual Report and Accounts 2024-2025.	4	Economy, Environment, Fair Work, Human Rights	<p>Accounts prepared and submitted to Auditors by end June 2026 with appropriate working papers and report text. <b>(Owner BGM/SRWC)</b></p> <p>Accounts agreed and signed off by end October 2026. <b>(Owner BGM/SRWC)</b></p>

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures
5.3	<b>(KPI) Customer Enquiries.</b>	4	Human Rights, Fair Work	Respond to <b>95%</b> of general customer enquiries within <b>5 working days</b> . <b>(Owner TSM)</b>
5.4	Adhere to Service Standards.	4	Human Rights, Fair Work	95% FOI(S)A/EIRs request timescales met. <b>(Owner BGM)</b>
5.5	Undertake staff development and review process.	4	Fair Work	Reviews undertaken by end May 2026. <b>(Owner SRWC)</b>  Mid-year reviews undertaken by end November 2026. <b>(Owner SRWC)</b>
5.6	Compliance with SRWC and Scottish Public Finance Manual Procedures, policies and controls, including the FreM.	4	Economy, Environment	At least 10 monthly budgeting meetings held. <b>(Owner BGM)</b>  95% of payment made to suppliers within 10 days. <b>(Owner BGM)</b>

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures
5.7	Sickness absence.	4	Fair Work	Number of days per person lost to sickness absence. Target <5 days per person. <b>(Owner BGM)</b>

## Business Area 6 – Compliance Officers

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures
6.1	Monitoring of live road works sites.	1, 2	Economy, Environment	Undertake site visits in 75% of local authority areas. (Owner CO)
6.2	<b>(KPI) Monitoring of live road works sites.</b>	<b>1, 2</b>	<b>Economy, Environment</b>	<b>Capture information on at least 1,000 live road works sites. (Owner CO)</b>

## **Monitoring and Reporting**

The SRWC will monitor and review the progress against the plan on a monthly basis. This will allow any requisite action to be taken should this be required. Progress is also discussed with the SRWC Sponsor Team within Transport Scotland.

Progress against the objectives set in this plan will be published in next year's business plan.

## **Resources**

The Grant in Aid allocated by the Scottish Government for the SRWC 2026-27 is £601,000. This business plan identifies activities to be completed and spending expected within the 2026-27 financial year in pursuance of the Commissioner's purpose, reflecting best value, whilst also being open honest and accountable.

The Commissioner is the legislative Keeper of the Scottish Road Works Register. This is funded through the fees levied by The Scottish Road Works Register (Prescribed Fees) Regulations 2026. The total amount to be collected in 2026-27 is £1,192,625.

## Appendix A – Business Plan 2025-26 Objective Monitoring

### Business Area 1 – Technical/Quality Monitoring

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objective	Corporate Outcome	NPF Outcome
100% Attendance at National RAUC(S) by the SRWC or a representative.	SRWC	3 out of 3 RAUC(S) Meetings attended in Jun 2025, Oct 2025 and Feb 2026	Y	1.1	Work with road works community at all levels to improve communication	1,2,3	Economy
100% Attendance at Area RAUC meetings by the SRWC or a representative.	ALL	12 out of 12 Area RAUC(S) meetings attended in May 2025, Sep 2025, Jan 2026	Y	1.1	Work with road works community at all levels to improve communication	1,2,3	Economy

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Attend at least 75% of quarterly Training and Accreditation Group (TAG) meetings.	TSM	3 out of 3 meetings attended in Aug 2025, Nov 2025, Jan 2026	Y	1.2	Contribute to National (UK) working groups	2,3	Economy, Environment
Attend at least 75% of Safety at Street Works Code working group meetings.	TSM	No meetings held	Y	1.2	Contribute to National (UK) working groups	2,3	Economy, Environment
Support the Co-ordination CoP working group with attendance at 100% of meetings.	SRWRM	22 out of 24 meetings attended (92%)	N	1.3	Provide support to RAUC(S) working groups	3	Economy, Environment
Support the Inspection CoP working group with attendance at 100% of meetings.	SRWRM	16 out of 18 meetings attended (89%)	N	1.3	Provide support to RAUC(S) working groups	3	Economy, Environment
Support the Gazetteer working group with attendance at 100% of meetings.	SRWRM	3 out of 4 meetings attended (75%)	N	1.3	Provide support to RAUC(S) working groups	3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Support the Coring working group with attendance at 100% of meetings.	TSM	1 out of 1 meeting attended (100%)	Y	1.3	Provide support to RAUC(S) working groups	3	Economy, Environment
Support the SROR panel with attendance at 100% of meetings.	TSM	4 out of 4 meetings attended (100%)	Y	1.3	Provide support to RAUC(S) working groups	3	Economy, Environment
SRWC represented at 75% of Scottish Road Research Board (SRRB) meetings.	SRWC / TSM	3 of 3 meetings attended (100%) in Aug 2025, Nov 2025 and Mar 2026	Y	1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
SRWC represented at 75% of SCOTS Executive meetings.	SRWC / TSM	3 of 4 meetings attended (75%) in Aug 2025, Oct 2025, and Nov 2025, Mar 2026	Y	1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
SRWC represented at 75% of Scottish Pavement Forum (SPF) meetings.	SRWC / TSM	3 of 3 meetings attended (100%) in Aug 2025, Nov 2025 and Mar 2026	Y	1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
SRWC represented at 75% of Transport Scotland Roads for All forums.	SRWC / TSM	3 of 3 meetings attended (100%) in Aug 2025, Nov 2025 and Jan 2026	Y	1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
SRWC represented at 75% of Transport Scotland Accessible Travel Delivery Plan - Clear Pathways Work Stream Group meetings.	SRWC / TSM	1 of 1 meetings attended (100%)	Y	1.4	Continue to work with the wider Scottish road works community and stakeholders to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment

## Business Area 2 – Policy and Quality

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objective	Corporate Outcome	NPF Outcome
Review 100% of policies in line with policy review framework.	PQM	100% of policies reviewed and updated	Y	2.1	Ensure that all of the Commissioner’s policies are regularly reviewed and up-to-date with current legislation	2,4	Economy, Environment
SRWC is represented at 100% of meetings of PDG.	SRWC / PQM	1 out of 1 PDG meeting attended (100%) in May 2025	Y	2.2	Continue to input to the development of policy through participation in the Scottish Government’s Policy Development Group (PDG)	1,2,3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
<b>Produce and disseminate 3 newsletters in line with RAUC(S) meeting cycle.</b>	<b>PQM</b>	<b>3 out of 3 newsletters issued (100%) on 8 July 2025, 31 Oct 2025, Feb 2026</b>	<b>Y</b>	<b>2.3</b>	<b>(KPI) Regular community SRWC/SRWR newsletter</b>	<b>3</b>	<b>Economy, Environment</b>

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Arrange/chair 80% of regular Compliance Officer Commissioning Group meetings.	PQM	11 out of 12 Compliance Officer Commissioning Group meetings held (92%) in Apr 2025, May 2025, Jun 2025, Jul 2025, Aug 2025, Sep 2025, Oct 2025, Nov 2025, Jan 2025, Feb 2025 and Mar 2025.	Y	2.4	Ensure Compliance Officer resource appropriately directed/utilised	1,2,4	Economy, Environment
Prepare and publish six news items for website.	PQM	Eight news items published on website.	Y	2.5	Report relevant news stories to the Community/general public	2,3	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Organise/host webinar(s).	PQM	Webinar held on 5 November	Y	2.6	Hold at least one event to promote best practice amongst Community	2,3	Economy, Environment

### Business Area 3 – SRWR Operation and Management

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objective	Corporate Outcome	NPF Outcome
Invoices issued by 1 April 2026.	BGM/ SRWRM	Invoices were issued 1 April 2026	Y	3.1	Prescribed Fees and Amounts  Collect all fees due in accordance with SPFM segregated duties	1,2,3,4	Economy, Environment
Collection of all Statutory Fees for use of the Register by end June 2025.	BGM/ SRWRM	Last payment was received on 31 July 2025	Y	3.1	Prescribed Fees and Amounts  Collect all fees due in accordance with SPFM segregated duties	1,2,3,4	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Hold 100% of monthly performance and progress reviews of Symology (Incumbent SRWR Provider).	SRWRM	12 out of 12 monthly contract performance and progress reviews held (100%).	Y	3.2	Ensure that the SRWR operates in line with the contractual requirements and continues to develop, to provide added benefits to the Commissioner and the road works community	1,2,4	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
100% attendance at quarterly contract meeting with SRWR Provider.	SRWC/ SRWRM	4 out of 4 quarterly contract meetings held (100%) in 14 May 2025, 13 Aug 2025, 12 Nov 2025 and 11 Feb 2026	Y	3.2	Ensure that the SRWR operates in line with the contractual requirements and continues to develop, to provide added benefits to the Commissioner and the road works community	1,2,4	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
100% attendance at quarterly meetings with SRWR Steering Group.	SRWRM	4 out of 4 quarterly SRWR Steering Group meetings held (100%) in 15 May 2025, 14 Aug 2025, 13 Nov 2025 and 12 Feb 2026	Y	3.2	Ensure that the SRWR operates in line with the contractual requirements and continues to develop, to provide added benefits to the Commissioner and the road works community	1,2,4	Economy, Environment
Complete analysis of 2024 User Satisfaction Survey and report to Steering group by May 2025.	SRWRM	Report on 2024 survey circulated to Steering Group in May 2025.	Y	3.3	SRWR Customer Survey	2,3,4	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
Undertake 2025 SRWR User Satisfaction Survey by end March 2026.	SRWRM	2025 Survey issued 16 March 2026.	Y	3.3	SRWR Customer Survey	2,3,4	Economy, Environment
Add required bus route information by March 2026.	SRWRM	Bus route information was included on SRWR in Dec 2025	Y	3.4	Upgrade SRWR to show bus route information	3	Economy, Environment

#### Business Area 4 – Performance Monitoring

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objective	Corporate Outcome	NPF Outcome
<b>Issue a full performance review for each road works authority and statutory undertaker by end of June 2025.</b>	<b>SRWRM</b>	<b>Performance reviews issued July 2025</b>	<b>Y</b>	<b>4.1</b>	<b>(KPI) Annual Road Works Performance Reviews</b>	<b>1, 2</b>	<b>Economy, Environment</b>
Organisations rated as either well managed or satisfactory in Annual Road Works Performance Review (Target 70%).	SRWC	62% of organisations who undertook works were rated as either well managed or satisfactory	N	4.2	Measuring overall road works compliance	2	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objective</b>	<b>Corporate Outcome</b>	<b>NPF Outcome</b>
100% of quarterly dashboards issued to all organisations.	SRWRM	4 out of 4 quarterly dashboards issued (100%) in Apr 2025, Jul 2025, Oct 2025 and Jan 2026.	Y	4.3	Produce quarterly performance dashboard	1,2	Economy, Environment

## Business Area 5 – Business and Office Governance

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objectives	Corporate Outcome	NPF Outcomes
<p>All returns made on time:</p> <ul style="list-style-type: none"> <li>Quarterly Public Bodies Employment Collection</li> <li>Quarterly FOI and EIR Statistics</li> </ul> <p>Annual Business Register and Employment Survey – Office of National Statistics.</p>	BGM	4 out of 4 quarterly returns made (100%) in Apr 2025, Jul 2025, Oct 2025 and Jan 2026.	Y	5.1	Statutory Returns	4	Economy, Environment
<p>Accounts prepared and submitted to Auditors by end June 2025 with appropriate working papers and report text.</p>	BGM / SRWC	Accounts prepared and submitted to Auditors on 19 June 2025	Y	5.2	Publish Annual Report and Accounts 2024-2025	4	Economy, Environment, Fair Work, Human Rights

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objectives</b>	<b>Corporate Outcome</b>	<b>NPF Outcomes</b>
Accounts agreed and signed off by end October 2025.	BGM / SRWC	Accounts agreed and signed off on 23 Sep 2025.	Y	5.2	Publish Annual Report and Accounts 2024-2025	4	Economy, Environment, Fair Work, Human Rights
<b>Respond to 95% of general enquiries within 5 working days.</b>	<b>TSM</b>	<b>397 of 406 general enquiries responded to within 5 working days (98%).</b>	<b>Y</b>	<b>5.3</b>	<b>(KPI) Customer Enquiries</b>	<b>4</b>	<b>Human Rights, Fair Work</b>
95% FOI(S)/A/EIRs request timescales met.	BGM	44 of 44 FOI(S)/A/EIRs request timescales met (100%).	Y	5.4	Adhere to Service Standards	4	Human Rights, Fair Work

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objectives</b>	<b>Corporate Outcome</b>	<b>NPF Outcomes</b>
Reviews undertaken by end May 2025.	SRWC	All staff reviews undertaken	Y	5.5	Undertake staff development and review process	4	Fair Work
Mid-year reviews undertaken by end November 2025.	SRWC	All mid-year reviews undertaken	Y	5.5	Undertake staff development and review process	4	Fair Work
At least 10 monthly budgeting meetings held.	BGM	10 out of 12 budget meetings held (83%)	Y	5.6	Compliance with SRWC and Scottish Public Finance Manual Procedures, policies and controls, including the FReM	4	Economy, Environment

<b>Key Milestones/Performance Measures</b>	<b>Owner</b>	<b>Status</b>	<b>Complete Y/P/N</b>	<b>ID</b>	<b>Objectives</b>	<b>Corporate Outcome</b>	<b>NPF Outcomes</b>
95% of payment made to suppliers within 10 days.	BGM	100% of payments to suppliers made within 10 days	Y	5.6	Compliance with SRWC and Scottish Public Finance Manual Procedures, policies and controls, including the FReM	4	Economy, Environment
Number of days per person lost to sickness absence. Target <5 days per person.	BGM	1 day per person lost to sickness absence	Y	5.7	Sickness absence	4	Fair Work




## Business Area 6 – Compliance Officers

Key Milestones/Performance Measures	Owner	Status	Complete Y/P/N	ID	Objectives	Corporate Outcome	NPF Outcomes
Hold information gathering exercise with all road works authorities and report by end March 2026.	CO	36 information gathering exercises with road works authorities completed, report drafted and submitted to Commissioner	Y	6.1	Collect information about works co-ordination	4	Economy, Environment
Undertake site visits in 75% of local authority areas.	CO	Site visits in 84% of local authority areas complete	Y	6.2	Monitoring of live road works sites	1, 2	Economy, Environment
Capture information on 1000 live road works site	CO	1,834 live road works sites observed	Y	6.2	Monitoring of live road works sites	1, 2	Economy, Environment

## Feedback / Contact Us

The Scottish Road Works Commissioner is committed to providing a quality service for the road works community and the people of Scotland. To assist and improve this process, the Commissioner would be pleased to receive feedback and your views on the planning of the service. Alternatively, if you have any comments or complaints about our service please let us know.

All feedback received will be used to inform future plans

-  You can phone us on 0131 244 9936
-  You can email us at [enquiries@roadworks.scot](mailto:enquiries@roadworks.scot)
-  You can contact us by post at

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## Accessibility and Inclusion

This document may be available in other formats, please contact us if you wish to discuss this matter.