

— OFFICE OF THE —
SCOTTISH ROAD WORKS COMMISSIONER

Business Plan 2025-26

7 May 2025

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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 2025-26.

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 fifth 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 utility companies 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.

On 1 April 2024, the Commissioner was granted powers to issue Compliance Notices where specific duties under NRSWA and the Roads (Scotland) Act 1984 are breached. Failure to comply with the 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 was reviewed as part of the review of the Corporate Plan undertaken in 2022-23 and now reflects 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 2023-26 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 on the SRWR remain to be progressed. It is anticipated that these will be finalised during 2025-26.

Scottish Road Works Commissioner's Corporate Outcomes

The Scottish Road Works Commissioner has four overarching corporate outcomes, set out in the Corporate Plan 2023-2026, to achieve the overarching vision for his office, and to maintain the standards set from previous years.

They are as follows:

1. Monitor the carrying out of road works in Scotland;
2. Compliance with road works legislation;
3. Promotion of good practice;
4. Effective operation of the Commissioner's office.

Review of 2024-25 Objectives

A full breakdown of progress against the objectives set in the 2024-25 Business Plan is included in Appendix A. The Commissioner is pleased to report that all objectives were met.

The Commissioner's Performance Manager retired in December 2024. At time of writing, this post remains vacant with the intention to recruit during summer 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.

In line with the revised Corporate Plan, Key Performance Indicators (KPIs) are now 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:

Abbreviation	Full Text
SRWC	Scottish Road Works Commissioner
PQM	Policy and Quality Manager
TSM	Technical Standards Manager
SRWRM	Scottish Road Works Register Manager
BGM	Business and Governance Manager
PrM	Performance Manager
RAUC(S)	Roads Authorities and Utilities Committee (Scotland)
Area RAUC	Area Roads Authorities and Utilities Committee
Local RAUC	Local Roads Authorities and Utilities Committee
SCOTS	Scottish Collaboration of Transport Specialists

Business Plan 2025-26 Objectives

Business Area 1 – Technical/Quality Monitoring

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

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
1.3	Provide support to RAUC(S) working groups	3	Economy, Environment	Support the Co-ordination CoP working group with attendance at 100% of meetings.	SRWRM
				Support the Inspection CoP working group with attendance at 100% of meetings	SRWRM
				Support the Gazetteer working group with attendance at 100% of meetings.	SRWRM
				Support the Coring working group with attendance at 100% of meetings.	TSM
				Support the SROR panel with attendance at 100% of meetings.	TSM

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
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	SRWC represented at 75% of meetings as follows: <ul style="list-style-type: none"> • Scottish Road Research Board • SCOTS Executive • Scottish Pavement Forum • Transport Scotland Roads for All forum • Transport Scotland Accessible Travel Delivery Plan - Clear Pathways Work Stream Group 	SRWC / TSM

Business Area 2 – Policy and Quality

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
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	PQM

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
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	SRWC is represented at 100% of meetings of PDG	SRWC / PQM
2.3	(KPI) Regular community SRWC/SRWR newsletter	3	Economy, Environment	Produce and disseminate 3 newsletters in line with RAUC(S) meeting cycle.	PQM
2.4	Ensure Compliance Officer resource appropriately directed/utilised	1,2,4	Economy, Environment	Arrange/chair 80% of regular Compliance Officer Commissioning Group meetings	PQM
2.5	Report relevant news stories to the Community/general public	2,3	Economy, Environment	Prepare and publish six news items for website	PQM
2.6	Hold at least one event to promote best practice amongst Community	2,3	Economy, Environment	Organise/host webinar(s)	PQM

Business Area 3 – SRWR Operation and Management

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
3.1	Prescribed Fees and Amounts	1,2,3,4	Economy, Environment	Invoices issued by 1 April 2026.	BGM
	Collect all fees due in accordance with SPFM segregated duties			Collection of all Statutory Fees for use of the Register by end June 2025.	SRWRM
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 performance and progress reviews of Symology (Incumbent SRWR Provider)	SRWRM
				100% attendance at quarterly contract meeting with SRWR Provider	SRWC / SRWRM
				100% attendance at quarterly meetings with SRWR Steering Group	SRWRM
3.3	SRWR Customer Survey	2,3,4	Economy, Environment	Complete analysis of 2024-25 survey and report to Steering group by May 2025. Undertake 2025-26 Customer survey by end March 2026.	SRWRM

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
3.4	Upgrade SRWR to show bus route information	3	Economy, Environment	Add required information by March 2026	SRWRM

Business Area 4 – Performance Monitoring

ID	Objective	Corporate Outcome	NPF Outcome	Key Milestones/Performance Measures	Owner
4.1	(KPI) Annual Road Works Performance Reviews	1, 2	Economy, Environment	Issue a full performance review for each road works authority and statutory undertaker by end of June 2025.	SRWRM
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%).	SRWC
4.3	Produce quarterly performance dashboard	1,2	Economy, Environment	100% of quarterly dashboards issued to all organisations.	SRWRM

Business Area 5 – Business and Office Governance

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures	Owner
5.1	Statutory Returns	4	Economy, Environment	<p>All returns made on time:</p> <ul style="list-style-type: none"> Quarterly Public Bodies Employment Collection Quarterly FOI and EIR Statistics <p>Annual Business Register and Employment Survey – Office of National Statistics</p>	BGM
5.2	Publish Annual Report and Accounts 2024-2025	4	Economy, Environment, Fair Work, Human Rights	Accounts prepared and submitted to Auditors by end June 2025 with appropriate working papers and report text.	BGM / SRWC
				Accounts agreed and signed off by end October 2025.	BGM / SRWC
5.3	(KPI) Customer Enquiries	4	Human Rights, Fair Work	Respond to 95% of general enquiries within 5 working days.	TSM

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures	Owner
5.4	Adhere to Service Standards	4	Human Rights, Fair Work	95% FOI(S)/EIRs request timescales met	BGM
5.5	Undertake staff development and review process	4	Fair Work	Reviews undertaken by end May 2025	SRWC
				Mid-year reviews undertaken by end November 2025	SRWC
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	BGM
				95% of payment made to suppliers within 10 days	BGM
5.7	Sickness absence	4	Fair Work	Number of days per person lost to sickness absence. Target <5 days per person.	BGM

Business Area 6 – Compliance Officers

ID	Objectives	Corporate Outcome	NPF Outcomes	Key Milestones/Performance Measures	Owner
6.1	Collect information about works co-ordination	4	Economy, Environment	Hold information gathering exercise with all road works authorities and report by end March 2026	CO
6.2	Monitoring of live road works sites	1, 2	Economy, Environment	Undertake site visits in 75% of local authority areas.	CO
				Capture information on 1000 live road works site	CO

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 2025-26 is £535,000. This business plan identifies activities to be completed and spending expected within the 2025-2026 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 SRWR. This is funded through the fees levied by The Scottish Road Works Register (Prescribed Fees) Regulations 2025. The total amount to be collected in 2025-26 is £ 1,159,264.

Appendix A – Business Plan 2024-25 Objective Monitoring

Business Area 1 – Technical/Quality Monitoring

ID	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
1.1	Work with road works community at all levels to improve communication	1,2,3	Economy	Y	100% Attendance at National RAUC(S) by the SRWC or a representative	SRWC	Meetings in May, June, Oct & Feb fully represented.
					100% Attendance at Area RAUC meetings by the SRWC or a representative	ALL	Meetings in May, June, Oct & Feb fully represented.

ID	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
1.2	Contribute to National (UK) working groups	2,3	Economy, Environment	Y	Attend at least 75% of quarterly TAG meetings.	TSM	TAG 1 meeting in August 2024, Nov 2024
					Attend at least 75% of Safety at Street Works Code working group meetings	TSM	Fully represented at Safety Code working group.
					Attend at least 75% of HAUC(UK) Infrastructure working group meetings	PQM	No meetings of HAUC Infrastructure group yet.

ID	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
1.3	Provide support to RAUC(S) working groups	3	Economy, Environment	Y	Support the Co-ordination CoP working group with attendance at 100% of meetings.	SRWRM	Co-ordination working group fully represented
					Support the Inspection CoP working group with attendance at 100% of meetings.	SRWRM	Inspection Working group fully represented
					Support the Gazetteer working group with attendance at 100% of meetings.	SRWRM	Gazetteer group fully represented
					Support the Coring working group with attendance at 100% of meetings.	TSM	Coring working group fully represented
					Support the SROR working group with attendance at 100% of meetings.	TSM	SROR panel – 1 meeting missed (Oct 24)
1.4		1, 2		Y	Undertake site visits in 75% of local authority areas.	CO	29 of 32 visited (91%)

ID	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
	Monitoring of live road works sites		Economy, Environment		Capture information on 500 live road works sites	CO	2100+ sites
1.5	Continue to work with the wider Scottish road works community to seek strategies for an overall improvement in the standard of road works	3	Economy, Environment	Y	SRWC represented at 75% of Scottish Road Research Board meetings.	SRWC / TSM	SRRB represented at May, Sep, Nov & Feb meeting.
					SRWC represented at 75% of SCOTS Liaison Committee	SRWC / TSM	SCOTS Liaison represented.
					SRWC represented at 75% of Scottish Pavement Forum meetings	SRWC / TSM	TSPF meeting in May missed due to other commitments. Aug, Nov & Mar meeting attended.

Business Area 2 – Policy and Quality

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
2.1	Ensure that all of the Commissioner's policies are regularly reviewed and up-to-date with current legislation	2,4	Economy, Environment	Y	Review 100% of policies in line with policy review framework	PQM	
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	Y	SRWC is represented at 100% of meetings of PDG	SRWC / PQM	KH attended PDG in Jun and August, November, January 25, March 25.
2.3	Quarterly community SRWC/SRWR newsletter (KPI)	3	Economy, Environment	Y	Produce and disseminate 3 newsletters in line with RAUCS meeting cycle.	PQM	Issued 2 Jul, 24 October, 20 February

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
2.4	Ensure Compliance Officer resource appropriately directed/utilised	1,2,4	Economy, Environment	Y	Arrange/chair 80% of regular Compliance Officer Commissioning Group meetings	PQM	Meetings Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Jan & Feb

Business Area 3 – SRWR Operation and Management

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
3.1	Prescribed Fees and Amounts Collect all fees due in accordance with SPFM segregated duties	1,2,3,4	Economy, Environment	Y	Estimates issued by 1 March 2025.	SRWRM	Agreed not to issue estimates except on request.
					Invoices issued by 1 April 2025.	SRWRM	All issued
					Collection of all Statutory Fees for use of the Register by end June 2024.	BGM	All paid

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
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	Y	Hold 100% of monthly performance and progress reviews of Symology (Incumbent SRWR Provider)	SRWRM	All held
					100% attendance at quarterly contract meeting with SRWR Provider	SRWC/ SRWRM	Contract meeting 15 May, 13 Aug, 13 Nov, 11 Feb
					100% attendance at quarterly meetings with SRWR Steering Group	SRWRM	Steering group 16 May, 15 Aug, 14 Nov & 13 Feb

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
3.3	SRWR Customer Survey	2,3,4	Economy, Environment	Y	Complete analysis of 2023/24 survey and report to Steering group by May 2024 .	SRWRM	Reported to steering group May 2024.
					Undertake 2024-25 Customer survey by end March 2025.	SRWRM	Survey initiated in Mar 2025. Responses will be reviewed in Apr 2025.

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
3.4	SRWR Contract Re-tender	1,2,3,4	Economy, Environment	Y	Award by end of June 2024. Mobilisation between July 2024 and implementation date of 1 April 2025.	SRWRM	Contract awarded Jul 2024 Provision of new service on track to start 1 Apr 2025.

Business Area 4 – Performance Monitoring

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
4.1	Annual Road Works Performance Reviews (KPI)	1, 2	Economy, Environment	Y	Issue a full performance review for each road works authority and statutory undertaker by end of June 2024.	PrM / SRWRM	Issued May 2024
4.2	Measuring overall road works compliance	2	Economy, Environment	Y	Organisations rated as either well managed or satisfactory in Annual Road Works Performance Review (Target 70%).	PrM	52% are now rated well managed or satisfactory.
4.3	Refine quarterly Performance Reviews in order that performance is tracked though the year	1,2	Economy, Environment	Y	100% of quarterly dashboards issued to all organisations.	PrM / SRWRM	Issued in Jul, Oct & Jan

	Objective	Corporate Outcome	NPF Outcome	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
4.4	Increased scrutiny of roads authority inspection processes	1,2	Economy, Environment	Y	Quarterly monitoring of inspection indicators	PrM	Included in quarterly dashboard
4.5	Document performance management processes	4	Economy, Environment	Y	Production of a process document for performance reviews (by October 2024) Production of a process document for annual monitoring report (by October 2024)	PrM	Completed

Business Area 5 – Business and Office Governance

	Objectives	Corporate Outcome	NPF Outcomes	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
5.1	Statutory Returns	4	Economy, Environment	Y	All returns made on time: Quarterly Public Bodies Employment Collection Quarterly FOI and EIR Statistics Annual Business Register and Employment Survey – Office of National Statistics	BGM	Quarterly returns Apr 24, 8 Jul, 11 Oct, Jan 25
5.2	Publish Annual Report and Accounts 2023-2024	4	Economy, Environment, Fair Work, Human Rights	Y	Accounts prepared and submitted to Auditors by end June 2024 with appropriate working papers and report text.	BGM / SRWC	Published 6 Nov 2024
					Accounts agreed and signed off by end October 2024.	BGM / SRWC	




	Objectives	Corporate Outcome	NPF Outcomes	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
5.3	Customer Enquiries (KPI)	4	Human Rights, Fair Work	Y	Respond to 95% of general enquiries within 5 working days.	TSM	98% of 307
5.4	Adhere to Service Standards	4	Human Rights, Fair Work	Y	95% FOI(S)/A/EIRs request timescales met	BGM	100% of 42
5.5	Undertake staff development and review process	4	Fair Work	Y	Reviews undertaken by end May 2024	SRWC	Reviews undertaken May 2024
					Mid-year reviews undertaken by end November 2024	SRWC	Mid-year reviews November 2024

	Objectives	Corporate Outcome	NPF Outcomes	Complete Y/P/N	Key Milestones/Performance Measures	Owner	Current Status
5.6	Compliance with SRWC and Scottish Public Finance Manual Procedures, policies and controls, including the FReM	4	Economy, Environment	Y	At least 10 monthly budgeting meetings held	BGM	Apr, May, Jun, Jul, Aug, Oct, Nov, Dec, Jan & Mar meetings
					95% of payment made to suppliers within 10 days	BGM	95%
5.7	Sickness absence	4	Fair Work	Y	Number of days per person lost to sickness absence. Target <5 days per person.	BGM	1.7 days/person

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
-  You can contact us by post at

Scottish Road Works Commissioner
E Spur, Saughton House
Broomhouse Drive
Edinburgh
EH11 3XD

Accessibility and Inclusion

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