

THE SCOTTISH ROAD WORKS COMMISSIONER



CORPORATE PLAN 2018-20

Authorising Context

This Corporate Plan has been produced by the Scottish Road Works Commissioner in fulfilment of his duties as set out in the Transport (Scotland) Act 2005

The Scottish Road Works Commissioner's Role

The Scottish Road Works Commissioner is a Ministerial appointment, established in 2005 under the Transport (Scotland) Act 2005. The Act states:

[The Commissioner] will oversee improvements to the planning, co-ordination and quality of road works in Scotland.

The general functions of the 2005 Act are to:

- monitor the carrying out of road works in Scotland;
- promote compliance with the New Roads and Street Works Act 1991;
- promote the pursuit of good practice.

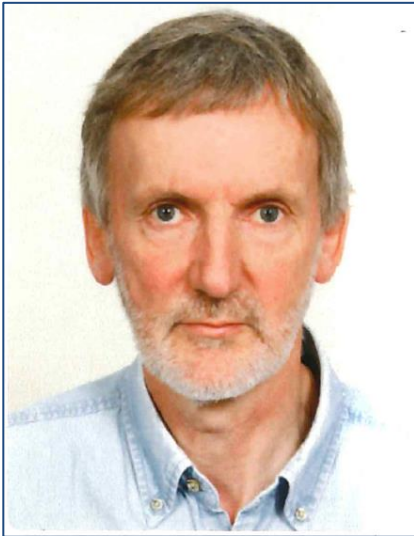
The specific functions of the 2005 Act are to:

- publish an annual report;
- prepare an annual account;
- keep a register to be known as the Scottish Road Works Register.

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Foreword



Angus Carmichael
Scottish Road Works
Commissioner

Having been appointed to the post in 2015, I have guided the office during the ministerial review of the Office and Functions of the Scottish Road Works Commissioner. The consultant's review was received by Derek Mackay's successor, Humza Yousaf, in 2016 and was used in conjunction with the findings of the 2013 Strategic Review of Road Works in Scotland to inform the road works section of a draft Miscellaneous Transport Bill being brought forward by the current administration. While in the early stages of the parliamentary process, it includes provisions for additional enforcement powers and an inspection function for the office.

I have agreed to remain in post to steward the office during this transitional period, the first major change to the office since its inception under the 2005 Transport (Scotland) Act.

I am now delighted to present my Corporate Plan for the following two years 2018/20. This plan covers the period April 2018 to March 2020 and derives the legislative function of the Transport (Scotland) Act 2005 into strategic objectives. This will allow me to provide an overall guiding structure for the next 2 years, taking special consideration of the opportunities for collaborative working and best value. This is the second Corporate Plan published by the Scottish Road Works Commissioner.

As always, the heart of the corporate plan is our four key objectives, which cover the role of the Commissioner, and the Commissioner's office, as set out by the Scottish Ministers. The post of Scottish Road Works Commissioner is publicly funded and the Commissioner is accountable for spending in line with other public offices.

The Corporate Plan is a strategic document, which gives an overview of the direction of the office of the Scottish Road Works Commissioner. This document sits above the business plan and performance management reports, and informs their content, providing overarching guiding principles for the future of the office.

In line with the first Corporate plan, it is my hope that this document will support those with an interest in the governance and oversight of road works in Scotland.

A handwritten signature in blue ink, appearing to read 'Angus Carmichael'. The signature is fluid and cursive, written in a professional style.

Angus Carmichael
Scottish Road Works Commissioner

Legal Framework in which the Commissioner Operates

The Scottish Road Works Commissioner (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 set up a team to assist in the execution of the Commissioner's duties.

The Commissioner has powers to impose financial penalties on roads authorities who systematically fail in their duty to co-ordinate and on undertakers who systematically fail to co-operate when undertaking road works.

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 (NRSWA); and
- Promoting the pursuit of good practice by those persons who have functions conferred on or permissions granted to them by the NRSWA.

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

Accountability

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

As part of the Commissioner's accountability a Corporate Plan, detailing the strategic outlook for the office of the Scottish Road Works Commissioner (oSRTC), should be prepared. The Commissioner must also lay an annual report and accounts before Parliament.

Future Legislation

A Transport bill is currently (summer 2018) in the process of being introduced to Parliament that, if passed in its current form, will increase the value of the fines that can be imposed by the Commissioner and confer the power to inspect road works along with other compliance measures.

Vision of the Scottish Road Works Commissioner

The vision of the Commissioner is to make a positive contribution to Scotland’s road network by improving and monitoring the performance of utility companies and roads authorities when undertaking road works, resulting in minimised disruption for the public. The Commissioner also aims to provide a centre of excellence, sharing knowledge and giving assistance to the Scottish road works community.

Although the Commissioner is an independent regulator, the work of the office supports the national outcomes of the Scottish Government. The Commissioner’s position as a public official aligns with the national outcomes of making Scotland a better place to live and to become a more prosperous and successful country. Figure 1 below, indicates how the vision of the Commissioner supports the national outcomes.

Better organised, shorter, higher quality road works have a self-evident correlation with the outcomes associated with sustainability, the environment and communities. As a public official the need to offer a high quality, efficient service is clear.

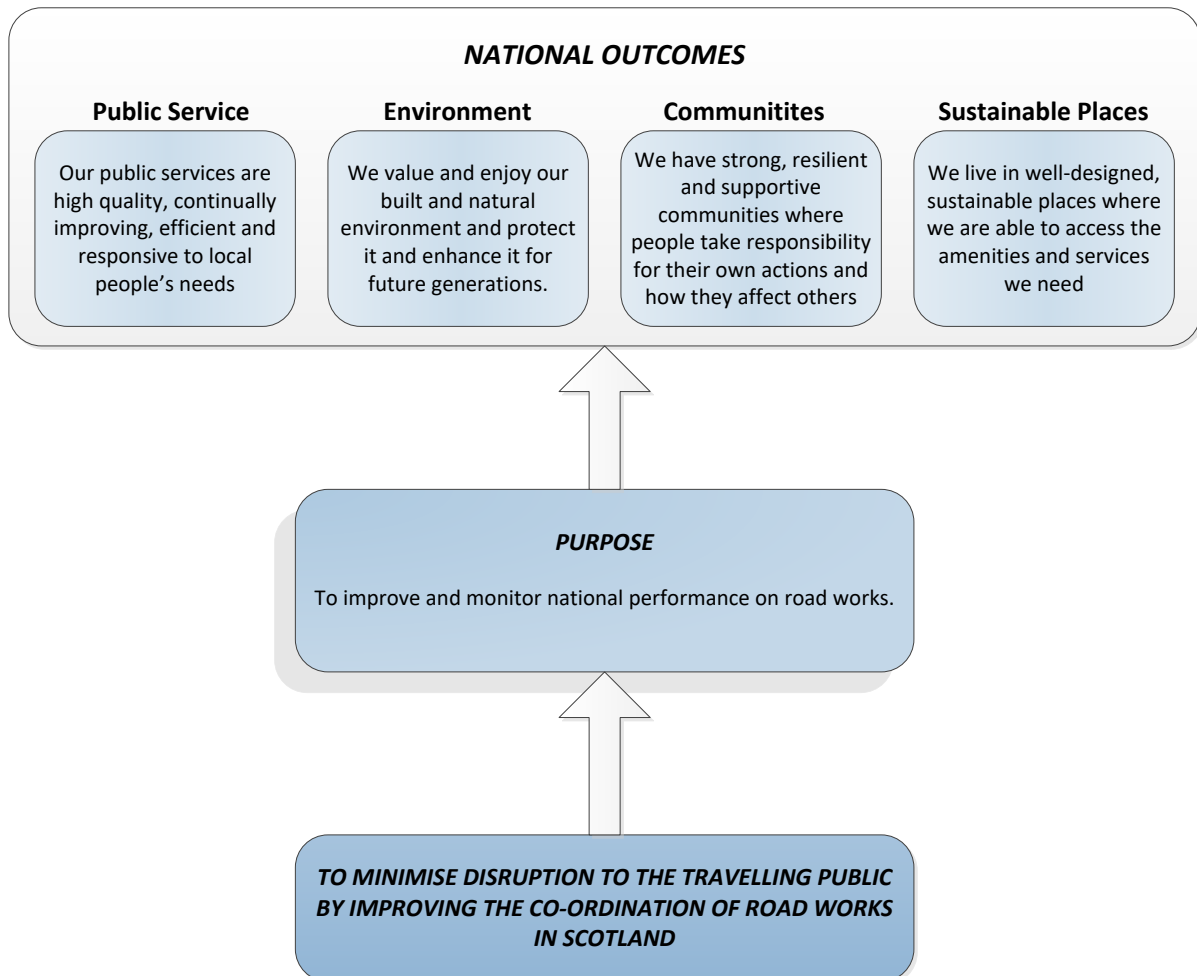


Figure 1 - SRWC Correlation to National Outcomes

Commissioner's Corporate Aims

The cornerstone of the Commissioner has been his four core Corporate Aims, which were developed initially to meet the duties conferred by the Transport (Scotland) Act 2005. These aims provide the overarching vision for his corporate plan over the subsequent two years.

The Transport (Scotland) Act 2005 was created to amend and strengthen the provisions of the earlier New Roads and Street Works Act 1991. As well as creating the post of Scottish Road Works Commissioner and confirming the posts responsibilities as legal 'keeper' of the Scottish Road Works Register, the act made clear the responsibility for roads authorities to co-ordinate works on their network, and for undertakers to co-operate with them under the provisions of the 1991 act.

The Transport (Scotland) Act 2005 changed the enforcement regime of offences under the New Roads and Street Works Act 1991 and strengthened requirements for the training of persons carrying out, supervising and administrating road works.

The aim of the Act is to improve the quality and co-ordination of road works across Scotland. The aim of the Commissioner is to improve and monitor national performance on road works by promoting good practice and ensuring that all parties comply with relevant legislation.

This Corporate Plan takes the strategic requirements for the post of Scottish Road Works Commissioner under the Transport (Scotland) Act 2005 into the following four corporate aims and describes their delivery and monitoring :

- 1. To monitor the carrying out of road works in Scotland;**
- 2. To ensure compliance with road works legislation;**
- 3. To promote good practice;**
- 4. To ensure the effective operation of the Commissioner's office.**

Corporate Aim 1 – To Monitor the Carrying Out of Road Works in Scotland

Why is this a priority?

A key function of the Commissioner is monitoring the carrying out of road works in Scotland. While day to day co-ordination of road works is undertaken at a local level by roads authorities requiring the full co-operation of the utility companies, the Commissioner takes a strategic overview of these mechanisms. Better coordination serves to improve efficiency while reducing disruption to the travelling public. Better planned and co-ordinated works help maintain the integrity of the road network for the benefit of all road users.

This Aim supports the achievement of, and contributes to the following national outcomes:

- Sustainable Places;
- Environment.

How we will deliver on this priority

This corporate aim is delivered by in house monitoring of the organisations undertaking road works in Scotland. This will include both desktop analysis and on-site monitoring. The aim is driven by each of these key monitoring tools:

- Annual Performance Reviews using information taken from the Scottish Road Works Register;
- Monitoring of complaints from both the Scottish road works community and the wider public;
- Monitoring the results of inspections carried out by roads authorities on works;
- Technical Standards Monitoring programme carried out by the SRWC;
- Analysis of the results of the Coring Programme carried out by the Scottish road works community;
- Commitment to on-going community engagement.

How will we monitor this priority

The Commissioner will monitor and report on:

- Roads Authority Performance;
- Undertaker Performance;
- Technical Standards Monitoring programme;
- Community Engagement.

Corporate Aim 2 – To Ensure Compliance with Road Works Legislation

Why is this a priority?

Compliance with road works primary and secondary legislation ensures that road works are co-ordinated, undertaken efficiently and carried out in accordance with specified technical standards. Compliance with legislation, with its emphasis on co-operation and coordination results in a better, safer environment for all.

This Aim supports the achievement of, and contributes to the following national outcomes:

- Sustainable Places;
- Environment;
- Public Service;
- Communities.

How we will deliver on this priority

This Aim is, as in previous years, achieved through a continued commitment to better education, information gathering and knowledge sharing. The Commissioner has remains committed to a high level of community engagement and proposes the following areas of action to deliver this corporate Aim:

- Annual Best Practice Seminars;
- Circulation of Informative Newsletters;
- Circulation of Information Bulletins;
- An area for community news on the oSRWC website;
- Regulation.

How will we monitor this priority

The Commissioner will monitor and report on:

- Feedback from stakeholders and the Scottish road works community;
- Relevant publications;
- Relevant events;
- Publicity;
- Organisations assisted;
- Meetings attended;
- Performance Reviews (including Interim Performance Reviews);
- Fines Imposed.

Corporate Aim 3 –To Promote Good Practice

Why is this a priority?

While many of the key milestones required of both undertakers and roads authorities are set in legislation, the fundamental key to the practical application of overarching policy and legislation is the promotion of good practice. The Commissioner has an essential role in both promoting the legislative requirements for those undertaking road works in Scotland and essentially within the area of setting the required standards for all organisations to which they are required to adhere. In the ongoing challenging financial climate, evermore focused on efficiency, setting practical, achievable and guiding best practice is essential for all organisations within the road works community. The Commissioner will continue to promote good practice as widely and openly as possible.

This Aim supports the achievement of and contributes to the following national outcomes:

- Sustainable Places;
- Environment;
- Public Service;
- Community.

How we will deliver on this priority

This Aim will be delivered through:

- Direct communication with the overall community;
- Redesigning and publishing a new oSRWC web site;
- Data collection, publication and information sharing.

How will we monitor this priority

The Commissioner will monitor and report on:

- Attendance at Scottish and UK Working Groups;
- Document publications;
- Technical standards programme;
- Seminars and events, including UK wide events;
- Appropriate corporate events.

Corporate Aim 4 – To Ensure the Effective Operation of the Office

Why is this a priority?

The Scottish Road Works Commissioner is a Public Sector Body and therefore, is accountable for its actions. The Office exists to support the Commissioner and therefore needs to ensure that it meets its own service standards.

This Aim supports the achievement of, and contributes to the following national outcome:

- Public Service.

How we will deliver on this priority

This Aim will be delivered through good governance, communication and engagement with stakeholders, including the preparation of a communications strategy to ensure:

- Ministerial and sponsor department awareness;
- Key stakeholder awareness;
- Public awareness.

Key steps in the delivery of this Aim are to:

- Review and improve governance arrangements to introduce additional; analysis, rigidity and transparency and that operational policies are fit for purpose;
- Maintain and develop networks with key strategic stakeholders and partners;
- Investigate and develop shared service opportunities with partners and similar bodies;
- Progress a best value regime;
- Pursue efficiency savings for the oSRWC as set by Scottish Government;
- Monitor service standards and ensure these are in keeping with the expectations of users.

How will we monitor this priority

The Commissioner will monitor and report on:

- Adherence to oSRWC operational policies;
- Freedom of Information (Scotland) Act and Environmental Information (Scotland) Regulations request and response statistics;
- General enquiry statistics;
- Compliance with the Commissioners and Scottish Government financial procedures, policies and controls;
- Improvement of communications with our key stakeholders;
- Audit Scotland reports.

Timetable and Approach

The Commissioner's Corporate Plan will be implemented through an annual Business Plan that covers the financial year 2018 - 2019. The Commissioner's Business Plan details business objectives and activities that will facilitate the overall corporate aims outlined in this document.

The business plan is published on the Commissioner's website at the following address:

<https://roadworks.scot/publications/corporate-business-plans>

Resources

The Scottish Road Works Commissioner is appointed by the Scottish Ministers and has the power to appoint his own staff. In 2017/2018 a Technical Consultant was appointed on a short term contract in order to carry out necessary site investigations as part of a data gathering exercise by the Commissioner into the current compliance levels within Scotland. This appointment will conclude in July 2018. In 2018 short term cover was required for the role of policy manager. This is indicated by having two post holders in figure 2, below.

Staffing Structure

The staffing structure of the office of the Scottish Road Works Commissioner is shown in Figure 2:

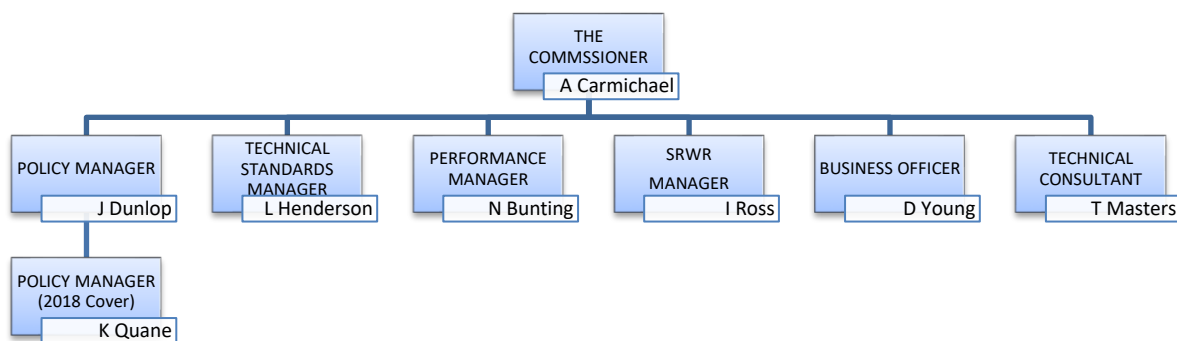


Figure 2 SRWC Organisation 2018

Reporting our Progress

The Commissioner is required to report progress on objectives and achievements in autumn each year. This is carried out by means of the publication of the Annual Report and Accounts. These documents are laid before Parliament.

The Commissioner has committed to providing a performance management report to show progress against the objectives set out in the annual Business Plan. The reports are published on the Commissioner's website at:

<https://roadworks.scot/publications>

Managing our Resources

The Scottish Road Works Commissioner is supported by a small office staff who assist in discharging the duties conferred on him by the Transport (Scotland) Act 2005 and is allocated a grant from the Scottish Government to accommodate the running expenditure of his post and office.

As a significant other body aligned to Scottish Government working practices are as a public official and the oSRWC is committed to the efficient management of resources. In order to achieve this the Commissioner ensures a streamlined approach to the work of the office by ensuring that the activities undertaken are specific, realistic and measureable as detailed in the annual business plan.

Statement of Intent

The Scottish Road Works Commissioner will:

- Show appropriate governance over the work of the oSRWC;
- Treat individuals with equality, dignity and respect;
- Act with integrity when complying with the Commissioner's policies and procedures; including the oSRWC Code of Conduct
- Regulate effectively and independently; and
- Demonstrate best value in financial undertakings.

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



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Accessibility and Inclusion

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