

The Performance Audit Group's Annual Report

2009/10

An independent public report on Scotland's trunk road maintenance

September 2010





Figure 1 The Scottish trunk road network (2009/10) and how it is divided up for contract purposes (see figures 3-6 for details of the Units)



Foreword

Welcome to the Performance Audit Group's annual report on Scotland's trunk road maintenance in 2009/10.

Transport Scotland put the Performance Audit Group commission out to competitive tender during 2009. Halcrow, in association with PricewaterhouseCoopers, Scott Wilson and TRL, won the competition and was re-appointed for a third term from December 2009. The Halcrow-led team operates under the name PAGplus.

This is PAGplus' first report and it summarises the extensive work of our experienced multi-disciplinary team, which audits, monitors and reports on the performance of the Operating Companies who maintain the Scottish trunk road network.

Our team works closely with all parties with the aim of raising standards and helping Transport Scotland:

"... to deliver an efficient, cost-effective and environmentally sustainable transport system in Scotland which will help deliver the Government's Purpose of increasing sustainable economic growth ..."

Transport Scotland's Corporate Plan
2008 - 2011

Our approach to the commission is based on PAGplus, Transport Scotland and the Operating Companies working as a team to achieve shared success by "delivering sustainable value together".

We believe sustainable value is where:

- quality of service
- asset enhancement and
- value for money

all meet and are considered in the context of the wider sustainability agenda. We consider this will deliver balanced, long-term solutions. We see sustainable value to be developing existing and new approaches to deliver long-term improvements, rather than just short-term cost savings.

During 2009/10, the Operating Companies performed very well in dealing with the coldest, most severe and prolonged winter period in almost 50 years, and continued to improve their overall service delivery. This was coupled with proven and ongoing efficiency savings over the lifetime of the third generation trunk road maintenance contracts.

The PAGplus team is proud of its contribution towards the continuous improvement of the management and maintenance of Scotland's trunk road network.

We trust you find our report clear, comprehensive and informative.



Bruce Lunn,
Commission Manager

Donald Bell,
Project Director

PAGplus
Halcrow Group Ltd
September 2010



Ballachulish Bridge on A82 in NW



Executive summary

Overall, and as in previous years, maintenance of the trunk road network was carried out to a good standard by the Operating Companies (OCs). Relationships between Transport Scotland, OCs and PAGplus continued to be positive, with all parties working together to resolve issues and raise standards.

BEAR has operated the third generation (3G) trunk road maintenance contracts in North East (NE) and South East (SE) since 2007. Scotland TranServ and Amey were in their fourth year of these contracts in North West (NW) and South West (SW) respectively.

There was ongoing commitment by Transport Scotland to invest in managing and maintaining the trunk road network, with a budget allocation for 2009/10 of £146.0m, an increase of 10% on the previous year. Overall spend by the OCs was broadly in line with budget.

Efficiency savings delivered by the current OC contracts was around £16m for 2009/10, with cumulative savings of around £63m over the life of these contracts. The OCs continued to operate robust financial control systems.

The OCs continued to show a highly responsible attitude to health and safety. The quality, environmental and health and safety management systems were operated successfully by all OCs and demonstrated continual improvement.

The winter season of 2009/10 was the coldest, most severe and prolonged since 1962/63 and the second coldest since 1914. All OCs performed very well delivering their winter service throughout the winter season minimising disruption to road users. There were more road closures than in each of the previous seven years, reflecting the severe winter weather. Transport Scotland introduced measures to ensure winter resilience given the significant pressures on salt stocks across the UK. The OCs were proactive in ensuring the management of their salt stocks and provided mutual aid across the wider winter maintenance community.

There was good performance by most OCs in the repair of urgent safety (Category 1) defects in the first three quarters of the year. However, due to the extreme winter weather, together with a significant increase in the number of these defects, the OCs all experienced

difficulties repairing some Category 1 defects. This contributed to reduced repair performance by all OCs in the fourth quarter. Overall, NE and NW performed well in repairing Category 1 defects on time. There is room for improvement in SE and particularly SW.

The OCs all responded well to emergencies on the network. BEAR in NE and Scotland TranServ in NW dealt well with serious scour damage to bridges and a major landslide respectively.

All OCs completed their programmes of safety inspections. NE and NW also performed well in carrying out their detailed inspections on time, with room for significant improvement in SE and SW. The programmes of structures inspections and reporting were again all completed on time by the OCs, maintaining the improvements made last year.

No remedial notices were issued in 2009/10, reflecting an improvement from the previous year. NE and SW responded well to issues of non-conformance with the Contract as they arose, with room for improvement by SE and particularly NW in resolving issues promptly.



Executive summary

Performance by all OCs was excellent in minimising the impact of roadworks and reducing delays. Amey generally performed well in undertaking cyclic maintenance operations, with room for improvement by all other OCs.

All OCs performed well carrying out their cyclic and structural maintenance of structures. In general, operations and works contracts were well supervised by the OCs. The standard of workmanship by the OCs, their sub-contractors and works contractors was generally good.

During the year, all OCs performed well in developing sustainable initiatives and working practices. They have also taken steps to embed sustainability in their operations.

Frequently asked questions

What is the Performance Audit Group (PAG/PAGplus)?

Halcrow, working in association with PricewaterhouseCoopers, Scott Wilson and TRL, was re-appointed through competitive tendering by Transport Scotland as PAG for a third seven year term from December 2009. For this new commission the PAG team has rebranded itself as PAGplus. For the purposes of this annual report, work done under both the previous and current PAG commissions is referred to as PAGplus. Halcrow and PricewaterhouseCoopers monitor performance on the four Units. Scott Wilson's role in PAGplus is primarily to monitor the M6 DBFO project. Further sub-consultants with a support role include: Tony Ham Insurance Brokers, Pulsion, Marshall Wilson and McGarvie Morrison Media.

What is PAGplus' role?

PAGplus audits, monitors and reports on the financial, technical and performance aspects of the OCs to a plan agreed with Transport Scotland. PAGplus also reviews

payment requests from the OCs and carries out inter-Unit comparisons and value for money investigations at the request of Transport Scotland. In addition, PAGplus is assisting Transport Scotland in the development of the fourth generation trunk road maintenance contracts.

What is a trunk road?

The primary transport functions for the national strategic transport network are defined as:

- Linking major urban centres and areas of population change;
- Providing links to international gateways, airports, ports and borders;
- Linking remoter communities;
- Linking key tourist areas;
- Facilitating freight routes; and
- Linking areas of economic activity and regeneration areas of national significance.

All motorways and some A-roads are designated as trunk roads (see figure 1).

Are trunk roads managed and maintained in a different way to other roads?

Yes, trunk roads are the responsibility of and funded by the Scottish Ministers. As such they are managed by Transport Scotland, maintained by the OCs and monitored by PAGplus. Local authorities are responsible for managing, maintaining and monitoring non-trunk roads.

What is Transport Scotland?

Transport Scotland is the Scottish Government's national transport agency responsible for helping to deliver the Government's £3 billion capital investment programme over the next decade, and overseeing the safe and efficient running of Scotland's trunk roads, rail networks and concessionary travel scheme.

What are Transport Scotland's responsibilities for trunk roads?

Transport Scotland is responsible to the Scottish Ministers for overseeing the management and maintenance of

Frequently asked questions

the trunk road network. To assist with this, it employs OCs, works contractors, concession companies and PAGplus.

What are OCs?

The OCs are responsible for delivering the management and maintenance of the trunk road network in each Unit, working under contract to Transport Scotland. During the reporting year 2009/10, the OCs for each Unit were: BEAR for NE and SE, Scotland TranServ for NW and Amey for SW.

What do the OCs do on the network?

The OCs oversee, coordinate and undertake cyclic and routine maintenance, winter service and emergency response. In addition, they undertake structural road maintenance, bridge strengthening and maintenance, road structures inspection, road safety and minor improvement schemes.

What else do the OCs do?

The OCs also oversee and coordinate maintenance works carried out by

contractors and coordinate works by utility companies (statutory undertakers).

The OCs:

- undertake day-to-day management of the Unit
- provide professional and design services
- carry out surveys, inspections and supervision
- manage their allocated budgets
- report to Transport Scotland.

What work is not done by the OCs?

Some maintenance and information management services carried out on the network are not the OCs' responsibility.

These include:

- Maintenance of M74/A74(M) from junction 12 to the Scottish border; this is the responsibility of Autolink under the terms of the M6 DBFO project.
- Maintenance of M77 PPP project; this is the responsibility of Connect.
- Maintenance of M80 DBFO project; this contract started in mid March 2009 and is the responsibility of Highway Management (Scotland) Ltd.

- Maintenance of Traffic Scotland equipment such as variable message signs, emergency telephones, permanent speed cameras and associated cabling.
- Collection of traffic data and maintenance of counting equipment.
- Major trunk road improvements built by contractors appointed by Transport Scotland. Maintenance responsibility for these improvements is split between the contractor and the OC for a set period, up to five years, prior to full responsibility passing to the OCs.

This report does not include these other maintenance organisations.

Where can I find out more about the management and maintenance of the M6 DBFO, M77 PPP and M80 DBFO projects?

For M6, contact:
Autolink Concessionaires (M6) plc
M6 DBFO Project Office
Nethercleugh
Lockerbie
Dumfriesshire
DG11 2SQ

For M77, contact:
Connect M77/GSO plc
Connect Roads Operations Centre
Maidenhill Interchange
Ayr Road
Glasgow
G77 6RT

For M80, contact:
Public Liaison Office
Highways Management (Scotland) Ltd
11 Mollins Court
Westfield Industrial Estate
Cumbernauld
G68 9HP

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Chapter 1 Overview

1.1 Background

The Scottish trunk road network

The network is 3,132km long, excluding M6 DBFO, M77 PPP and M80 DBFO. It contains a total of 5,695 structures, including 1,909 bridges and footbridges.

It is divided into four geographic Units, NE, SE, NW and SW, each with its own contract (see figure 1). Each of the four Units is managed and maintained by an OC (see figures 3-6). Figure 2 outlines the structure of these arrangements.

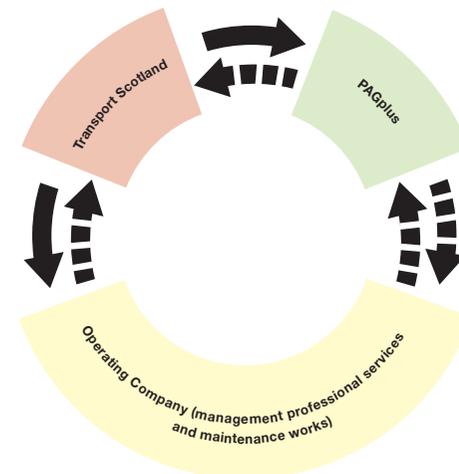


Figure 2 - Structure of arrangements with the OCs

The OC contracts

Scotland TranServ (a joint venture between Balfour Beatty and Mouchel) and Amey have managed and maintained NW and SW respectively since 1 April 2006. These are five-year contracts extendable by up to two years.

Since 1 April 2007, BEAR Scotland Ltd has been the OC for both NE and SE. As in NW and SW, these are five-year contracts extendable by up to two years.

The contracts' objectives

The contracts to manage and maintain the network were awarded by the Scottish Ministers, and focus on the following three objectives:

- Customer service – “to enable a ‘customer oriented’ approach to be further developed in the way roads are managed and maintained.”
- Value for money – “to achieve the maximum efficiency in the use of the substantial sums of money expended on the maintenance of the network.”
- Effective management – “to encourage innovation and skilful management to maximise trunk road capacity and achieve the best use of the network.”

The contracts also aim to encourage:

- Flexibility – “to accommodate changes to the trunk road network.”

Performance ratings

PAGplus makes use of a star rating system based on a detailed assessment throughout the year to benchmark OC performance. These performance ratings have been applied throughout the Annual Report.

The ratings used are:

- ★★★★★ Excellent
- ★★★★☆ Good
- ★★★☆☆ Fair
- ★★☆☆☆ Poor
- ★☆☆☆☆ Unacceptable

A summary of these ratings can be found in the ‘Performance at a glance’ section on pages 61 and 62.



North East fact file



Figure 3 - NE Unit

Managed and maintained by:
BEAR Scotland Ltd.

BEAR's central office:
BEAR House
Inveralmond Road
Inveralmond Industrial Estate
Perth
PH1 3TW

Total route length of the network
in NE: 629km.

Number of structures: 691.

Amount of de-icing material used:
26,128 tonnes.

Budget for maintaining trunk roads
in NE this period: £29.9m.



South East fact file



Figure 4 - SE Unit

Managed and maintained by:
BEAR Scotland Ltd.

BEAR's central office:
6A Dryden Road
Bilston Glen
Loanhead
EH20 9TY

Total route length of the network
in SE: 503km.

Number of structures: 718.

Amount of de-icing material used:
22,774 tonnes.

Budget for maintaining trunk roads
in SE this period: £30.5m.



Embankment stabilisation works at Branhholm on A7 in SE

Chapter 2

Network management

Key points

Network reliability

- Performance by the OCs in reducing disruption to road users by minimising the impact of roadworks was excellent.
- 99.54% of the network was available to road users throughout 2009/10, similar to previous years.
- Good use was made of the Scottish Road Works Register (SRWR) by the OCs, although there remains room for improvement.
- A good service was provided by the OCs in routing and coordinating abnormal loads.

Network inspections

- The performance of all OCs was excellent in carrying out their safety inspections.
- NE and NW performed very well, completing all detailed inspections. There is room for significant improvement in SE and SW.

- With the exception of SW, where there is significant room for improvement, all OCs performed well in accurately recording safety inspection data in the routine maintenance management system (RMMS).
- All OCs completed their programmes of inspections and reports for structures on time, maintaining the improvements made last year.

Inventory management

- NE performed well in maintaining RMMS. There is room for improvement by other OCs.
- NE, SE and SW performed well managing street lighting inventory. There is room for improvement in NW.

Programme management

- The standard of statement of intent (SOI) submissions by all OCs was good.

Development control duties

- With the exception of NE, where performance was excellent, all OCs performed well in meeting their obligations for planning applications.

Sustainability

- All OCs have performed well, developing sustainable initiatives and working practices.
- Although not required contractually, the OCs have taken steps to embed sustainability in their operations.

Network management



2.1 Network reliability

2.1.1 Coordinating roadworks - all Units ★★★★★

The delivery of Transport Scotland's investment programme is pivotal to a safe, efficient, reliable and sustainable network.

In 2009/10, Transport Scotland's budget for trunk road network maintenance and improvement work was £146.0m, approximately 10% higher than the previous year. This investment was to provide a well maintained and safe network for road users. Figure 7 shows the budgets for the last seven years and the average budget for the same period.

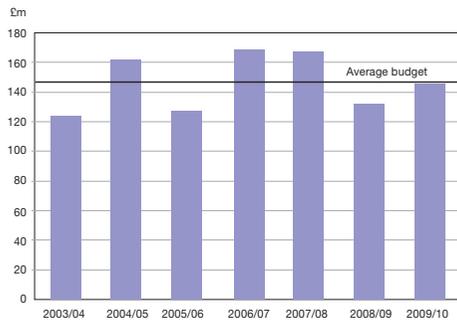


Figure 7 - Comparison of budgets for maintenance and improvement

The OCs are required to minimise the disruption and inconvenience to all road users caused by essential maintenance by planning works, combining activities and co-ordinating with all stakeholders.

In 2009/10, there were 14,452 roadworks sites across the network, an average of 40 per day which is a slight increase from 2008/9. Figure 8 shows the number of roadworks sites in each Unit during the year.

Unit	Number of roadworks sites
NE	4,198
SE	3,652
NW	3,135
SW	3,467

Figure 8 - Number of roadworks sites in 2009/10

As in previous years, the OCs used a variety of measures to reduce delays and maintain network availability. These included:

- Traffic management measures such as contraflows and convoy working (see figure 9).

- Advance notice using the SRWR, media campaigns and variable message signs.
- Road closures with agreed diversion routes.



Figure 9 - Traffic management at Dock Street, Dundee on A92 in NE

2.1.2 Availability of the network for road users - all Units ★★★★★

A key performance indicator (KPI) is used to measure the OCs' performance in minimising the impact of roadworks, which is based on the length of lane closures and the amount of time lanes are occupied. This is used to calculate the overall percentage of the network available to road users.

There was excellent performance by the OCs in keeping the network open (see figure 10). Overall availability was 99.54%, similar to previous years.

Unit	KPI value	% Available
NE	111,109	99.30%
SE	79,452	99.36%
NW	53,981	99.77%
SW	65,320	99.60%
Total	309,862	99.54%

Figure 10 - KPI reporting road occupations and percentage of network available to road users



SRWR

The Scottish Road Works Commissioner was established under the Transport (Scotland) Act 2005 to oversee the planning and co-ordination of works on Scotland's roads by all authorities and statutory undertakers.

The SRWR is a database used to register all such proposals in order to coordinate work and reduce excavations in new surfacing within certain time spans. It is also used to monitor reinstatement, supervision and history. Every public road in Scotland is included in the SRWR.

The OCs have responsibility for:

- checking all trunk road information is accurate.
- giving permission to excavate in or affect any trunk road.
- registering their own works in accordance with the approved Code of Practice.

2.1.3 Scottish road works register

The number of works registered in the SRWR by the OCs varied between Units. SW registered the most with 2,088 works and NW registering the least at 925 works. Figure 11 shows the breakdown and type of works registered in the SRWR for each OC in 2009/10.

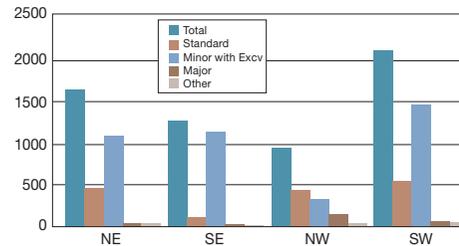


Figure 11 - Numbers and types of works registered in SRWR

The Scottish Road Works Commissioner produces quarterly reports and KPIs for all Roads Authorities in Scotland. These reports focus on how accurately works are registered in the SRWR.

NW - Scotland TranServ ★★★★★
Performance in NW was good.

NE/SE/SW - BEAR and Amey

★★★★☆

In the other Units there were still issues with the accuracy of road ownership, road descriptions and reinstatement categories in the SRWR, which the OCs should have rectified.

In summary, although the OCs made good use of the SRWR there remains room for improvement, reflected by the Commissioner seeking improvements and requesting dates for implementation.

2.1.4 Abnormal loads

- all Units ★★★★★

Overall, all OCs provided a good service.

The OCs have various network management tasks delegated to them by Transport Scotland. One of these is the abnormal load routing and coordination service. The OCs provide this service within their own Unit and liaise with hauliers and other statutory bodies.

One of the key aspects of the service is assessing the suitability of bridges and

other structures on the network to carry heavy loads, and the routes to carry wide or long loads (see figure 12).



Figure 12 - 50 metre long wind turbine tower negotiating A83 through Inveraray in NW

High loads

This is separate from abnormal load movement and is not covered by legislation.

The OCs have undertaken assessments, signing reviews and mitigation measures at high risk sites.

Transport Scotland and the OCs provide coordination and route planning advice for high load movements on request.

Network management



Inspections

To ensure safety of the network and ensure budgets are allocated to areas of most need, the OCs are required to implement inspection regimes. Weekly safety inspections are carried out on all routes to identify and repair the most serious defects quickly. In addition, safety patrols and rock patrols are carried out on certain routes to supplement the safety inspection regime.

To maintain the condition of the trunk road asset, detailed inspections are carried out, typically annually, to identify minor defects. These defects are grouped into schemes, which are prioritised based on need.

2.2 Network inspections

2.2.1 Safety inspections and patrols - all Units ★★★★★

The performance of all OCs was excellent.

Only a very small number of safety inspections were not carried out on time. This was predominately due to extreme winter weather conditions and other road closures. All inspections were subsequently carried out at the earliest opportunity.

Recording of safety inspections and patrols

The RMMS is now used for reporting OC performance (see figure 13).

Unit	2009/10	2008/09	2007/08
NE	97%	100%	100%
SE	97%	100%	99%
NW	94%	99%	100%
SW	82%	100%	100%

Figure 13 - KPI for safety inspections

NE and SE - BEAR ★★★★★

BEAR quickly resolved many issues with recording inspections in the RMMS and demonstrated good performance throughout the year. Although there is still room for improvement in recording completed inspections in the RMMS.

NW - Scotland TranServ ★★★★★

Overall performance was fair. Following good progress in 2008/09, Scotland TranServ was slow to resolve the remaining issues with the recording of all safety inspections and rock patrols in the RMMS. PAGplus and Scotland TranServ worked together resulting in significant improvement towards the end of the year.

SW - Amey ★★☆☆☆

Overall, Amey's performance remained poor. The OC instigated another action plan, resulting in some improvement in the last quarter. However, there is still room for significant improvement.

PAGplus and Transport Scotland will monitor performance very closely in 2010/11.

2.2.2 Detailed inspections - roads

As noted for safety inspections and patrols, the RMMS is now used for reporting OC performance for detailed inspections (see figure 14).

Unit	2009/10	2008/09	2007/08
NE	99%	93%	93%
SE	60%	100%	100%
NW	100%	100%	90%
SW	86%	92%	99%

Figure 14 - KPI for OC performance in completing detailed inspections

NE - BEAR ★★★★★

The OC demonstrated excellent performance throughout the year, with almost all detailed inspections completed to programme.

SE - BEAR ★★☆☆☆

Overall, BEAR's performance was poor. A notice of non-conformance (NNC) was issued for not undertaking almost 40% of all detailed inspections during 2009/10.

Network management



PAGplus will monitor BEAR's delivery of its detailed inspection programme for 2010/11 very closely.

NW - Scotland TranServ ★★★★★☆

Scotland TranServ's performance was good, completing all of its detailed inspections by the end of the year. There is room for some improvement as many of the inspections were not carried out at the required time.

SW - Amey ★★★★★☆

The OC delivered fair performance during 2009/10 completing most of its detailed inspections during 2009/10.

An action plan was implemented which was still ongoing at the end of the year.

PAGplus will monitor Amey's performance closely during 2010/11.

Maintaining structures

Under the contracts, the OCs must inspect structures at regular predetermined intervals and prepare programmes to manage and maintain them. The OCs then design, procure and carry out works, either directly or by works contracts.

The term 'structures' includes bridges, culverts, retaining walls, sign gantries, high mast lighting and CCTV poles. Regular inspections are carried out at two and six yearly intervals.

The OCs are also required to carry out cyclic maintenance tasks at structures each year.

Management and maintenance of the Forth and Tay Road bridges are not part of the OC contracts.

2.2.3 Inspecting structures

One of the OCs' major responsibilities is the regular inspection of structures to monitor and record their condition.

There are three types of inspections carried out by the OCs:

- Principal inspections (PI) – undertaken every sixth year
- General inspections (GI) – carried out every second year
- Superficial inspections – undertaken on an ad-hoc basis, including after damage or severe weather events.

In 2009/10, 860 PIs and 1,125 GIs were carried out by the OCs. This compares with 638 PIs and 1,434 GIs in the previous year. Figure 15 gives a breakdown in the number and types of inspections undertaken in each Unit and the rating of overall performance.

2009/10	PIs	GIs	Rating
NE	114	158	★★★★★
SE	146	166	★★★★★
NW	254	397	★★★★☆
SW	346	404	★★★★☆
Total	860	1,125	

Figure 15 - Number of PIs and GIs in annual programmes

The OCs must submit reports on these inspections to Transport Scotland, including costed recommendations for maintenance, and update the structures management system (SMS). If particular concerns are raised, then special investigations can be carried out.

The inspection year runs from February to November in each calendar year. All OCs completed or substantially completed their agreed programmes of inspections and reports within this timescale. This maintains the improvements in completing the programmes demonstrated by the OCs in 2008/09.



SMS

In line with UK national standards and under the contract, in February 2009 Transport Scotland introduced a new SMS to complement the RMMS already in place for the management of roads and associated assets.

The SMS required changes to the inspection and reporting regime and the recording of additional information on the condition of structures.

The implementation was a major change for the OCs and required careful management by Transport Scotland. Training programmes on use of the SMS and portable data capture devices were undertaken by Transport Scotland, PAGplus and the OCs.

2.3 Inventory management

2.3.1 SMS/RMMS

During 2009/10, the OCs were responsible for managing 5,695 structures across the network on behalf of Transport Scotland. This is a marginal increase on the previous year.

Structures range from culverts carrying watercourses under roads to major estuarial crossings, such as the A898 Erskine Bridge and A9 Kessock Bridge. Of these structures, 1,909 are bridges or footbridges. Small pipes and culverts are not classed as structures and are not subjected to the full inspection regimes applied to larger structures.

In recent years, a significant number of new sign gantries, including large variable message signs, have been installed across the network as part of the driver information initiative.

A breakdown of the type and number of structures in each Unit, as extracted from the SMS, is shown in figure 16.

Unit	Bridges	Foot-bridges	Other structures
NE	313	16	362
SE	316	12	390
NW	592	63	1,721
SW	548	49	1,313
Total	1,769	140	3,786

Figure 16 - Number and type of structures in each Unit

Details of all inspections, defects and repairs are now being recorded by the OCs in the RMMS and SMS. Performance of the OCs is measured and monitored through these systems.

NE - BEAR ★★★★★☆
BEAR has delivered a good performance.

SE - BEAR ★★★★★☆
The OC's performance was fair with a NNC issued for deficiencies in the use of RMMS.

NW - Scotland TranServ ★★★★★☆
As in SE, the OC's performance was fair with a NNC issued during 2009/10 for deficiencies in the use of RMMS.

SW - Amey ★★★★★☆
Amey's performance was fair with a NNC issued for deficiencies in the use of RMMS.

PAGplus and Transport Scotland will continue to work with all the OCs to improve the recording in the RMMS and SMS.

2.3.2 Electrical assets

PAGplus audited the inventory management of street lighting equipment across all four Units during 2009/10.

NE and SE - BEAR ★★★★★☆
BEAR's performance in inspecting, testing, maintaining and managing the electrical assets was to a good standard.

NW - Scotland TranServ ★★★★★☆
The OC's performance was fair, with a number of issues identified, which need to be addressed by Scotland TranServ.

SW - Amey ★★★★★☆
Amey continues to inspect, test, maintain and manage the electrical assets to a good standard.

Network management



Prioritisation

Allocation of budgets is based on network priority and need, reflecting its condition. Ageing assets require an increasing amount of ongoing maintenance to keep them in serviceable condition. All schemes in renewal programmes are subject to a value management process.

Programming

The OCs submit programmes to Transport Scotland for discussion and approval. Once programmes are agreed, Transport Scotland issues orders to enable the OCs to implement the maintenance schemes.

Bidding guidance sets out the requirements and timetable for submission of SOIs by the OCs.

2.4 Programme management

2.4.1 Submission of SOIs

To ensure value for money, the OCs must justify their SOI submissions for all schemes by considering possible treatment options and cost estimates. Transport Scotland reviews and approves the SOIs before OCs can undertake the work.

NE - BEAR ★★★★★☆

BEAR's performance was good. Improvement in the quality and delivery to programme of SOIs continued.

SE - BEAR ★★★★★☆

Performance was good. BEAR committed considerable resources to ensure it met submission deadlines. Significant savings made on works contracts enabled additional schemes to be brought forward from years 2 and 3 of the programme.

NW - Scotland TranServ ★★★★★☆

Scotland TranServ's performance was good. It continued to produce high quality SOI submissions. Discussions between Transport Scotland and Scotland TranServ

are ongoing regarding the OC's forward programme planning.

Following the severe winter, considerable resources were successfully committed to A87 on Skye, where roads structural maintenance was urgently required as a response to severe damage due to the extreme winter weather.

SW - Amey ★★★★★☆

Amey's performance was good and it continued to submit SOIs of a high standard. A number of works contracts were rescheduled for programming reasons by agreement with Transport Scotland. This resulted in Amey bringing forward schemes from future years' programmes.

2.4.2 Development control duties

Transport Scotland is a statutory consultee for all planning applications which may have an impact on the trunk road network and is assisted in this duty by the OCs.

It is important that the OCs provide planning advice to Transport Scotland quickly to ensure the prescribed timescale for consultation responses is met.

Audits were undertaken in SE and SW during 2009/10 to assess the performance of the OCs in meeting their obligations. Similar audits were undertaken in NE and NW during 2008/09.

NE - BEAR ★★★★★★

BEAR maintained 100% performance throughout the year, processing all planning applications within the required timescale.

SE - BEAR ★★★★★☆

BEAR provided a good and efficient service to Transport Scotland.

NW - Scotland TranServ ★★★★★☆

Scotland TranServ provided a good and efficient service to Transport Scotland.

SW - Amey ★★★★★☆

Amey provided a good and efficient service to Transport Scotland.

Network management



2.5 Sustainability

One of Scottish Government’s key objectives is to improve Scotland’s natural and built environment and the sustainable use and enjoyment of it.

The Scottish Government has set one of the most ambitious targets in the world to reduce carbon emissions by 42% by 2020 and at least 80% by 2050.

Although the OC contracts do not include any specific requirements, the issue of sustainability has been developed by all parties. All the OCs continued to consider and introduce alternative means of providing a more sustainable service. This included investigating the use of alternative materials, increasing staff awareness and engaging with stakeholders.

In the past year all OCs have carried out Initial Environmental Reviews (IERs) for structural maintenance schemes. A report is produced highlighting environmental and sustainability impacts of the work and details suggested mitigation measures. The IER allows mitigation measures to be integrated into the design process.

Designing for environmental and sustainability requirements has proved to be an efficient process, promoting sustainability from the beginning.

Examples of the OCs’ good work on sustainability are set out below. In addition, further specific examples are described throughout this report.

NE and SE - BEAR ★★★★★☆

BEAR was proactive at identifying schemes and feeding back data for the carbon management system pilots.

BEAR compiled a sustainability action plan. The plan was used to propose and organise work including studies of new sustainable products, trials of techniques such as ‘crack and seat’, and develop best practice for example the use of Site Waste Management Plans (SWMPs) and Transport Scotland’s carbon management system.



Figure 17 - Japanese knotweed stem injection in NW

Transport Scotland and BEAR investigated the use of warm-mix asphalts and an innovative system used in France, which helps to neutralise exhaust gases.

A staff travel plan was prepared for offices and depots to encourage more sustainable modes of commuting to work. The OCs also joined the Government’s ‘cycle to work’ scheme which subsidises the purchase of bicycles.

BEAR work with several organisations to offer work experience opportunities to young people from various backgrounds (see figure 19).

NW - Scotland TranServ ★★★★★☆

The OC has an excellent grasp of ecology and undertook surveys putting mitigation measures in place to protect flora and fauna.

Scotland TranServ added a sustainable element to its Business Plan outlining sustainability targets such as reducing energy consumption, reducing pesticide usage (see figure 17) and establishing a carbon footprint for Transport Scotland.

During the year, key Scotland TranServ staff attended sustainability courses including protected species surveying, which focused on bats, amphibians, reptiles and otters (see figure 18).



Figure 18 - A85 Comrie Rail Bridge bat box in NW

The OC gave a presentation to the Highland Biodiversity Forum, setting out the environmental work it carries out.

Scotland TranServ supported a number of community groups throughout the year, sponsoring a “kidsafe” campaign and providing local schools close to trunk roads with ‘hi-vis’ vests.

Network management



SW - Amey ★★★★★

During the year, a number of innovations were progressed, including the CEEQUAL (civil engineering environmental quality assessment and award scheme) process for term contracts currently in development and the use of SWMPs.

As in NE and SE, Amey compiled a sustainability action plan. This was used to propose and organise work including studies of new sustainable products, trials of techniques such as 'crack and seat' and develop best practice for example the use of SWMPs and Transport Scotland's carbon management system.

Amey staff joined forces with West Dunbartonshire Council and members of the public to take part in a spring clean of Lusset Glen Woodland by Erskine Bridge.

Amey's 'GoGreen' behavioural campaign was promoted among staff to highlight the importance of making personal changes to improve the environment.



Figure 19 - School children painting a mural inside Fordoun underpass on A90 in NE

2.6 Disability Discrimination Act 2005: good practice guide for roads

Transport Scotland published the Disability Discrimination Act (DDA) 2005 good practice guide in October 2009. The guide sets out Transport Scotland's requirements for inclusive design in the construction, operation and maintenance of road infrastructure. The overall aim is to create environments which can be used by everyone regardless of age or ability. The OCs are required to incorporate the good practice guide in their work.

DDA obstacles were removed during the year through structural maintenance programmes in each Unit.

PAGplus will monitor OC performance in complying with this requirement in 2010/11.



Winter conditions near Inverurie on A96 in NE

Chapter 3

Network maintenance

Key points

Cyclic maintenance

- With the exception of SW, where performance was good, there is room for improvement by the other OCs in grass cutting, weed control and controlling vegetation.
- NE, SE and SW performed well in carrying out their other cyclic maintenance operations. There is room for improvement in some areas in NW.
- There was continued good performance by all OCs in completing their cyclic maintenance programmes for structures.

Reactive maintenance

- Following good performance in the first three quarters, the OCs all experienced difficulties repairing some Category 1 defects due to the extreme winter weather.
- The significant increase in Category 1 defects in the fourth quarter contributed to a reduction in repair performance for all OCs.

- Overall, NE and NW performed well in repairing Category 1 defects on time. There is room for improvement in SE and particularly SW.
- The OCs all responded well to emergencies on the network, although there is room for improvement by NW in its response times.
- NE dealt well with serious scour damage to bridges. Similarly, NW dealt effectively with a major landslip and scour damage to bridges.

Winter

- The winter period was the coldest, most severe and prolonged since 1962/63, with significant pressures being placed on salt stocks across the UK.
- The OCs' performance in delivering their winter service was generally very good.
- There were more road closures than in previous years, reflecting the severe winter weather.
- Transport Scotland introduced measures to ensure winter resilience of salt stocks.

- All OCs were proactive in ensuring the management of their salt stocks and providing mutual aid across the wider winter maintenance community.
- The Scottish Salt Group conducted a winter review to ensure Scotland is even better prepared for future similar events.

Planned maintenance

- The standard of workmanship by the OCs and their sub-contractors was generally good.
- Supervision and site records for operations were generally good.
- NE, NW and SW performed well prioritising and delivering patching schemes. There is room for some improvement in SE.
- All OCs performed well carrying out structures maintenance schemes.
- Traffic management issues were identified in all Units, with the exception of SW, during 2009/10.

Network maintenance



Cyclic maintenance

OCs are required to carry out cyclic maintenance activities on a regular basis in order to keep the network operational, safe and tidy. They are also required to update the RMMS with records of works undertaken.

3.1 Cyclic maintenance

Spend on cyclic maintenance

Total spend on cyclic maintenance during 2009/10 was £4.9m.

Grass cutting

NE - BEAR ★★☆☆☆

Grass cutting was generally carried out to a good standard throughout the year. BEAR has room for improvement to ensure all areas are cut to the required specification and frequency.

Slow growing grass seed was sown on A96 Huntly to Westerton during late summer 2009. This could potentially reduce the number of verge cuts required throughout future growing seasons.

SE - BEAR ★★☆☆☆

Performance was good throughout the year with only a small number of areas out of specification at any time.

A trial site is currently being sought to test slow growth grass seed, which could reduce the requirements for grass cutting.



Figure 20 - Good high frequency grass cutting on A725 in SW

NW - Scotland TranServ ★★☆☆☆

As in 2008/09, Scotland TranServ had some issues delivering the required grass cutting operations early in the year. It quickly recovered to deliver a good service throughout the remainder of the grass cutting season. However, a small number of areas were not cut to the required specification or frequency.

Scotland TranServ operated a modified grass cutting regime approved by Transport Scotland. This gave more frequent cuts in the vicinity of communities and fewer cuts in more remote areas at higher altitude.

SW - Amey ★★☆☆☆

Amey was slow in commencing the first cut. The OC improved to deliver an

excellent performance throughout the remainder of the year (see figure 20).

Recording of grass cutting

- all Units ★★☆☆☆

PAGplus carried out detailed monitoring of grass cutting during the early part of the year. This highlighted poor performance by all OCs recording their operations in the RMMS.

BEAR (NE and SE) and Amey quickly instigated action plans, which resulted in quickly improved performance. Scotland TranServ was slower to implement an action plan, but by the end of the year the RMMS was well populated with accurate records.

Weed control

NE - BEAR ★★☆☆☆

Performance was fair. Weed control improved after an inconsistent start with evidence of effective weed treatment observed during the summer months. However, the very wet weather in August and September resulted in weeds flourishing particularly in central reserves.

Network maintenance



SE - BEAR ★★☆☆☆

As in NE, performance was fair. Weed control was initially successful. OC performance deteriorated over the summer period, resulting in weeds flourishing at various locations across the Unit.

NW - Scotland TranServ ★★☆☆☆

Performance was poor with no noted improvement from 2008/09.

The effects of weed treatment were not visible in most locations until autumn. In and around Inverness, substantial amounts of weeds remained in high amenity areas until much later in the year.



Figure 21 - Weed growth in central reserve at The Glen on A75 in SW

The OC's performance will be monitored by PAGplus in 2010/11.

SW - Amey ★★☆☆☆

Amey's performance was good and again improved on the previous year. Unsightly weeds growing in the red chipped central reserve at A75 The Glen took a long time to die back, before eventually being removed by hand (see figure 21).

Controlling vegetation

NE - BEAR ★★☆☆☆

Performance was good with signs obscured by foliage being an issue throughout the year. The OC improved its performance towards the end of 2009. There were several locations where vegetation restricted access to safety fences.

SE - BEAR ★★☆☆☆

Performance was poor. Obscured signs due to foliage were observed on several routes throughout the Unit. A NNC was issued and subsequently closed following a significant improvement. PAGplus will monitor BEAR's performance in 2010/11.



Figure 22 - Vegetation obstructing sign at Garve on A835 in NW

NW - Scotland TranServ ★★☆☆☆

Performance was fair. During the year numerous road signs were obscured by vegetation (see figure 22).

The removal of wood chippings from verges and side slopes was an ongoing issue.

The removal of fallen trees/branches in the verges on A9 south of Inverness as a result of heavy snow falls, during December and January, was not completed by the end of March 2010.

SW - Amey ★★☆☆☆

Overall, Amey's performance was excellent with prompt treatment of signs

obscured by foliage. Shrub clearing and shredding was found to have been carried out to a good standard.

Sweeping, cleansing and litter

The OCs are only required to carry out litter clearance and sweeping on motorways and special roads. On all other trunk roads this is the responsibility of the relevant local authorities.

PAGplus carried out regular monitoring activities of litter throughout 2009/10. These confirmed litter affects only small parts of the network at any one time and is most prevalent in the central belt.

NE - BEAR ★★☆☆☆

BEAR continued to deliver good performance throughout the year as a result of more regular cleaning activities.

SE - BEAR ★★☆☆☆

Poor performance was delivered towards the end of the year. The OC was very slow to address litter following the winter snow.

Network maintenance



PAGplus monitoring also identified instances where litter was not cleared within the required timescales (see figure 23). As a result, a NNC was issued and subsequently closed.

PAGplus will continue to closely monitor the OC's performance to ensure its action plan is effectively implemented and results in a sustained improvement in performance.

NW - Scotland TranServ N/A

Scotland TranServ is not responsible for any litter clearance within the Unit. PAGplus' monitoring confirmed that litter clearance is not an issue in NW.

SW - Amey ★★★★★

Amey undertook regular and targeted clearance activities throughout the year. PAGplus monitoring confirmed that, in the majority of cases, litter was removed within the required timescales, although there is still room for improvement.

Overall, Amey's performance was good.



Figure 23 - Litter exposed following grass cut at Abbotsview on A1 in SE

Signing, signals, road markings and studs

NE - BEAR ★★★★★

Overall, OC performance was fair. The OC reacted well replacing damaged and missing hazard marker posts. However, there were ongoing issues with the slow replacement of road markings and road studs following resurfacing and patching operations. Also, re-orientation of end terminal markings on safety fencing took several months to complete.

SE - BEAR ★★★★★

BEAR delivered a good and improved performance with only minor issues concerning the condition and installation of signs and replacement of damaged or missing signs.

NW - Scotland TranServ ★★★★★

Performance was fair. Replacement hazard marker posts installed on routes across the Unit are of a lighter construction than the originals and their performance is being monitored.

There was a considerable backlog in sign, road marking and stud maintenance, which in some instances, took several months to complete. Work to re-orientate end terminal markings on safety fencing also took several months to complete.

SW - Amey ★★★★★

Amey delivered excellent performance and has improved from the previous year. Minor issues were observed with replacing and maintaining signs and road markings. However, repairs were generally carried out to a high standard.

Lighting

Figure 24 shows OC performance against an improved target of 2% of lamp outages.

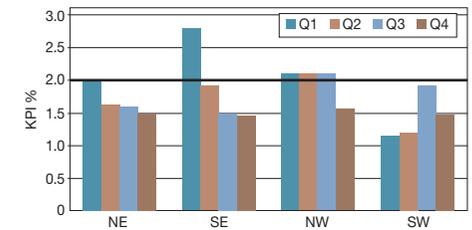


Figure 24 - Lamp outages

NE - BEAR ★★★★★

Excellent performance with continued improvement in the treatment of lamp outages throughout 2009/10.

BEAR trialled LED street lighting at A96 Elgin. The LED units use less energy, have a longer life and require less routine maintenance than standard street lighting.

SE - BEAR ★★★★★

The OC delivered good performance when dealing with lamp outages showing continued improvement from 2008/09 onwards.

NW - Scotland TranServ ★★★★★

Scotland TranServ delivered good performance with improvement noted towards the end of the year.

Network maintenance



SW - Amey ★★★★★

Excellent performance was maintained during 2009/10.

Safety fences, barriers and fencing

Safety fencing repairs were generally carried out to a good standard. However, the OCs did not input all maintenance records into the RMMS. PAGplus will work with the OCs to address this issue in 2010/11.

NE - BEAR ★★★★★

Performance was good with the majority of safety fence repairs carried out within contract timescales (see figure 25). However, some damaged barriers remained unrepaired for long periods.



Figure 25 - Post testing for new safety fencing at Glenfarg on M90 in NE

SE - BEAR ★★★★★

As in 2008/09, performance delivering operations was excellent. However, recording of maintenance activities in the RMMS was poor.

NW - Scotland TranServ ★★☆☆☆

There were significant delays in repairing safety fencing at A9 Raigmore Interchange northbound on-slip and A835 Corrieshalloch Gorge. A NNC was issued for lack of progress on A835 Corrieshalloch Gorge repairs and subsequently closed.

SW - Amey ★★★★★

There was excellent performance by Amey in repairing damaged safety fences and pedestrian guardrails within timescale and to a good standard. However, recording of maintenance activities in the RMMS was poor.

Drainage, gullies and ironwork

NE - BEAR ★★★★★

Performance was good with the majority of drainage defects repaired within contract timescales.

The use of a GPS recording system during 2009/10 provided a more robust record of this activity. However, issues continued with the recording of defects into the RMMS.

BEAR has been reviewing the methods currently adopted for treatment of gully waste. It is investigating alternative options, which include de-watering and potential re-use of sludge.

BEAR developed a proposal for the long term study of the performance and best practice Sustainable Urban Drainage System (SUDS) for trunk road applications in conjunction with Abertay University.

A gully waste management study considering the use of reed beds and other proprietary treatment systems started. The reed beds, combined with composting, have the potential to eliminate gully waste to landfill.

SE - BEAR ★★★★★

Overall, BEAR performance was fair with the majority of drainage defects repaired within contract timescales.

As with NE, the use of a GPS recording system has provided a more robust record of this activity. However, as in NE, issues continued with the recording of defects into the RMMS.

The sustainable initiatives identified in NE for treatment of gully waste, SUDS and use of reed beds were also adopted in SE.

NW - Scotland TranServ ★★☆☆☆

Performance was fair with most drainage defects repaired within contract timescales.

Monitoring by PAGplus identified Scotland TranServ's records for annual cleaning of drainage assets remained poor.

SW - Amey ★★★★★

Performance was good with the majority of drainage defects repaired within contract timescales.

As in NW, monitoring by PAGplus identified Amey's records for annual cleaning of drainage assets remained poor.

Network maintenance



Amey trialled the use of shredded rubber tyres as filter material on A75 Rhonehouse.

Structures - all Units ★★★★★

The OCs carry out cyclic maintenance of structures to prevent deterioration and delay the need for more expensive repairs. This includes clearing vegetation and cleaning of expansion joints and drainage systems.

The OCs' performance has improved year on year. During 2009/10, works on site and associated records were good, with all OCs completing their cyclic maintenance programmes.

Several of the OCs introduced photographic records and equipped their maintenance squads to carry out minor repairs whilst on site.

Category 1 defects

Category 1 defects are the most serious defects which, once identified, are made safe within 24 hours and permanently repaired within 28 days. Details of all Category 1 defects are recorded in the RMMS along with details and dates of all temporary and permanent repairs. The performance of the OCs is now measured through the RMMS.

Damaged bridge parapets identified as Category 1 defects are made safe using temporary safety barriers. However, repairs can take longer due to the need to fabricate parts and engage specialist contractors.

3.2 Reactive maintenance

Spend on reactive maintenance

Total spend for reactive maintenance during 2009/10 was £8.7M. The breakdown between Units is shown in figure 26.



Figure 26 - Spend for reactive maintenance during 2009/10

3.2.1 Category 1 defects

Due to the extreme winter weather all OCs experienced difficulties in repairing some Category 1 defects. The number of defects, particularly potholes, also increased significantly throughout the fourth quarter and contributed to a reduction in performance for all OCs (see figure 27).

NE - BEAR ★★★★★

BEAR continued to demonstrate excellent performance throughout the first three quarters of the year. However, performance deteriorated significantly in the last quarter as a result of the increased number of defects.

SE - BEAR ★★★★★

The OC delivered fair performance throughout most of the year, although it reduced from 2008/09.

Unit	2009/10	2009/10	2008/09	2007/08
	Average Q1 – Q4	Average Q1 – Q3	Average Q1 – Q4	Average Q1 – Q4
NE	89.6%	97.0%	94%	96%
SE	88.6%	94.2%	97%	85%
NW	91.8%	93.0%	82%	65%
SW	79.9%	83.2%	78%	85%

Figure 27 - OC performance in repairing Category 1 defects

Network maintenance



NW - Scotland TranServ ★★☆☆☆

Overall, Scotland TranServ's performance was good with continued improvement from previous years. During the early part of 2009/10 the OC experienced difficulties ensuring defect repair dates were entered into the RMMS. An action plan was successfully implemented. Scotland TranServ reacted very well during the winter period and performed better than the other OCs.

SW - Amey ★★☆☆☆

Amey's performance was poor during the early part of the year, resulting in a further action plan being implemented. Although Amey demonstrated some improvement over the course of the year, this was not sustained with overall performance still poor.

PAGplus will continue to work with Amey to ensure its performance improves further.

Emergencies

The OCs must provide resources to deal immediately with emergencies on the network or to assist the emergency services.

Emergencies include:

- debris removal
- overturned lorries
- road traffic accidents
- landslips
- flooding
- serious carriageway defects
- bridge/gantry strikes
- spillages and
- incidents due to adverse weather.

The OCs are required to respond to emergencies as quickly as possible and within specific maximum timescales depending on the type of road and time of day.

3.2.2 Emergencies

Spend on emergencies

Total spend for emergencies during 2009/10 was £1.6m. The breakdown between Units is shown in figure 28.

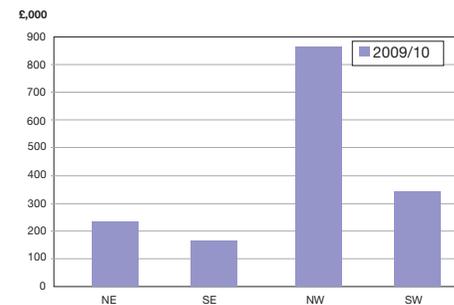


Figure 28 - Spend for emergencies during 2009/10

Higher spend in NW was mainly due to A83 landslip works and repairs to structures following scour damage.

Hazard notices

Hazard notices are issued to OCs immediately when PAGplus identifies hazardous situations, whether the responsibility of the OCs or third

parties. Hazards found on the network can include:

- Poor traffic management
- Faulty traffic signals
- Exposed electrical wiring
- Flooding
- Missing/broken ironwork and gullies (within trunk road boundary)
- Dangerous carriageway defects (potholes)

17 hazard notices were issued by PAGplus during 2009/10. This was a 68% reduction on the number issued in the previous year (see figure 29).

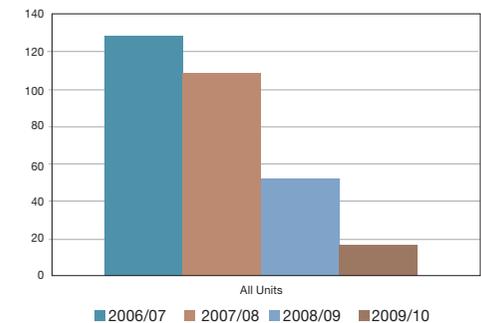


Figure 29 - Number of hazard notices issued

Network maintenance



Trunk road incident support service (TRISS)

TRISS has been operational in SW for five years, in SE for three years and since 2009 in NE. There is no TRISS in NW. TRISS operates on routes identified as having the potential for major delays due to breakdowns or other incidents.

The overall aims of TRISS are to:

- Clear up incidents more quickly
- Reduce congestion
- Free up police time

TRISS vehicles are specially adapted and equipped, high roofed liveried vans. They are operated by trained staff working for the OCs. Roadside tasks can be undertaken, such as litter collection, when TRISS is not attending incidents.

The target time for TRISS to get to an incident is 20 minutes if called out by Traffic Scotland, the OC control room or the police.

Emergency response

The OCs dealt well with emergencies during the year, responding quickly

and professionally to try and minimise disruption to road users.

A KPI is used to measure the OCs' maximum response times. See figure 30 for a comparison of performance for emergency response.

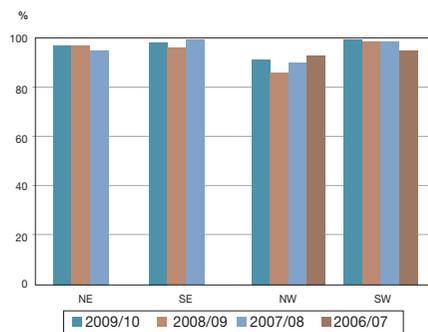


Figure 30 - Emergency response KPI

NE - BEAR ★★★★★

The OC's performance in responding to emergencies was good. BEAR commenced operation of a TRISS in April 2009. TRISS was observed providing protection for broken down vehicles and removing debris from the carriageway.

The OC reacted well to the closure of A96 in mid July 2009 due to 150 tonnes of debris being washed out of a private access onto the trunk road verges and carriageway near Inverness airport.

Extremely heavy and persistent rainfall in early September 2009 resulted in large volumes of water flowing onto the trunk road carriageway from adjacent land at several locations on A90, A92 and A96. BEAR responded well setting up diversion routes with routes re-opened as soon as possible.

BEAR also reacted well to repair serious scour damage caused by the autumn floods at bridges in Aberdeenshire and Moray, particularly at Bogbain, near Keith (see figure 31).



Figure 31 - Scour damage at Bogbain on A96 in NE

SE - BEAR ★★★★★

BEAR continued to provide a good level of performance in responding to emergencies.

A flood event on A1 near Oldhamstocks junction resulted in the road being closed for a few hours at the beginning of

September 2009. The OC responded well to the incident, however, some issues were identified.

NW - Scotland TranServ ★★☆☆☆

Overall performance was fair.

In early September 2009, a landslip at A83 Rest and be thankful resulted in several hundred tonnes of debris being deposited on the carriageway, closing the road between Tarbet and Inveraray.

The OC responded very well to the incident, setting up and maintaining a diversionary route. The road was re-opened within 48 hours.

Options concerning future monitoring and emergency planning of landslips at this location are being considered by Transport Scotland and the OC.

A NNC was however issued for poor emergency response times. PAGplus will continue to monitor performance in 2010/11.

SW - Amey ★★★★★

Amey continued to deliver an excellent service at responding to emergencies.

Network maintenance



Precautionary and reactive treatment

During the winter period, which runs from 1 October through to 15 May, the OCs must minimise delays and disruptions caused by snow and ice. To do this, the OCs carry out precautionary and reactive treatments.

Precautionary treatments require de-icing material to be spread on road surfaces when low temperatures are forecast. Reactive treatments are undertaken when ice has already formed on roads or footpaths and are often done in conjunction with snow ploughing.

The OCs decide which treatments are necessary to comply with the contract. They are also required to keep records of the work they do to maintain the network in winter.

3.2.3 Winter

Winter service

Total spend on winter service during 2009/10 was £8.1m, approximately 5.5% of the overall spend on the network.

Transport Scotland aims to provide a 24-hours a day, 7 days a week dedicated and efficient service throughout the winter period. Its main objective is to keep the network free from ice and snow, as far as is reasonably practicable, hence reducing the risk to road users.



Figure 32 - A95 being cleared in NW

Winter weather conditions

Information from the Met Office indicated that Scotland had the second coldest winter since 1914, with only 1962/63

being colder. For northern Scotland, it was the coldest winter on record, with the highest number of frosts.

Significant snowfalls occurred widely from mid-December until the end of February, including falls of over 30 cm in central and northern Scotland. Further significant snowfalls occurred during late March and April.



Figure 33 - UK freezing 2009/10 (Eumetsat, Crown Copyright Met Office)

From mid-December 2009 to mid-January 2010 the whole of the UK experienced a spell of very low temperatures and

significant snowfalls (see figure 33). Daytime temperatures rarely rose above freezing in many areas preventing snow from thawing.

In Scotland, night-time temperatures regularly fell to -15°C or lower.

Despite the severity of the weather conditions, the OCs performed very well providing considerable assistance to the Scottish winter maintenance community.

Performance assessment

PAGplus assessed the OCs for the following over the 2009/10 winter period:

- winter readiness
- winter decision making
- winter service KPIs
- management of salt stocks
- road closures.

Winter readiness

The winter service mobilisation audits confirmed the OCs were prepared for winter in accordance with the requirements of the contract.

Network maintenance



Winter decision making

PAGplus' auditing and monitoring of winter decision-making confirmed the general level of service was in accordance with the contract's requirements, although there were some areas for improvement.

Winter service KPIs

To measure how well the OCs carry out their winter duties they report their performance monthly during the winter period using three KPIs. These cover:

- response times
- treatment times
- successful electronic data logger downloads.

KPI for winter service response times

This measures how quickly de-icing treatment commences following a call-out. Treatment must start within one hour of a decision to treat. In some Units there were relatively few reactive call-outs over the winter period.

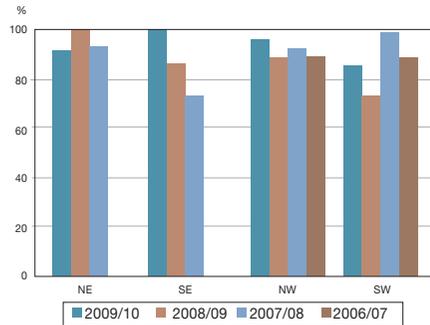


Figure 34 - Comparison of KPIs for winter response times

Figure 34 shows:

NE - BEAR ★★☆☆☆

Performance was good with relatively few call-outs. The drop in performance from last year was due to single failures in December and February.

SE - BEAR ★★★★★

Excellent and improved performance with relatively few call-outs.

NW - Scotland TranServ ★★★★★

Good and improved performance with a high number of call-outs.

SW - Amey ★★☆☆☆

Overall, performance was poor. There was some improvement from 2008/09 but significant improvement is still required. The OC has again raised this issue within its quality system and is investigating to determine the root cause. PAGplus will continue to monitor OC performance.

KPI for winter service treatment times

This measures OC performance in completing precautionary treatments across all routes within the contractual time of two hours.

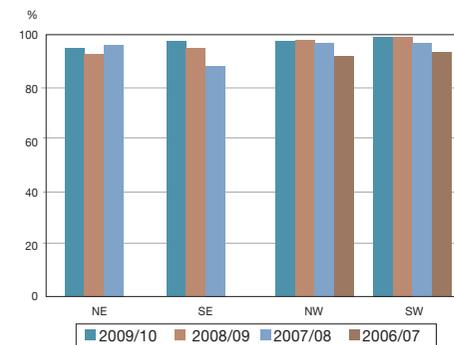


Figure 35 - Comparison of KPI for winter treatment times

Figure 35 shows:

NE - BEAR ★★☆☆☆

Overall, fair performance similar to previous years. Some planned treatments were undertaken through urban areas during busy periods which affected performance.

SE - BEAR ★★★★★

Good and continued improved performance by OC.

NW - Scotland TranServ ★★★★★

Excellent and consistent performance.

SW - Amey ★★★★★

Excellent and consistent performance.

KPI for successful electronic data logger downloads

The data loggers record, in electronic format, the de-icing material spread rate, location, date and time. The KPI measures the percentage of successful electronic data logger downloads.

Network maintenance

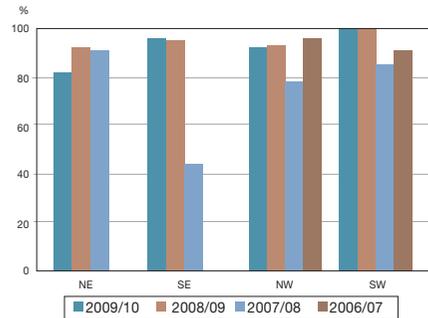


Figure 36 - Comparison of KPIs for successful data logger downloads

Figure 36 shows:

NE - BEAR ★★☆☆☆

Fair performance compared to previous years. During the severe weather in February data logger failures occurred in some frontline vehicles which were not removed for repair as it would have adversely affected route treatment and snow clearance operations.

SE - BEAR ★★☆☆☆

Good and maintained performance.

NW - Scotland TranServ ★★☆☆☆

Fair performance, lower than 2008/09. During the severe weather in February and March data logger failures occurred in a frontline vehicle and in some additional

vehicles deployed. These vehicles were not withdrawn from service for repair as it would have adversely affected route treatment and snow clearance operations.

It was noted that poor mobile telecommunications reception impacted on successful data downloads. This problem affects certain areas of NW. PAGplus will continue to monitor the OC's performance.

SW - Amey ★★★★★

Excellent and consistent performance.

Management of salt stocks

- all Units ★★☆☆☆

The prolonged frost and snow led to salt stocks being continually monitored and measures were implemented by Transport Scotland to ensure winter resilience.

All OCs were proactive in ensuring their salt stocks were well managed and maintained over the duration of the severe winter period. This included close liaison with Transport Scotland's Resilience Room to coordinate salt supplies and providing mutual aid across the wider winter maintenance community.

The OCs and local authorities worked together to ensure, as far as practicable, the network remained available to road users.

Road closures - all Units ★★☆☆☆

The snowfalls and widespread freezing conditions caused very significant disruption across the UK through this period with transport particularly badly affected.

The OCs demonstrated good performance throughout the period to minimise disruption to road users.

Winter period	No of winter related major incident road closures
2009/10	21
2008/09	3
2007/08	6
2006/07	3
2005/06	7
2004/05	4
2003/04	11
2002/03	4

Figure 37 - Number of winter related major incident road closures over the last eight years

There were more road closures due to winter conditions than in each of the previous seven years, reflecting the severe winter weather (see figure 37). These were confined to the north and east of Scotland.

Summary

Overall, and taking into account the severity of the winter, the OCs' performance in delivering the winter service was generally very good.

Appropriate treatments were delivered and where required, improvements continued to be made.

Review of winter

The Scottish Salt Group conducted a winter review to look at lessons that can be learned from the events of winter 2009/10. It will recommend what steps could be adopted by OCs, local authorities, suppliers of salt and other stakeholders to ensure Scotland is even better prepared should similar events occur in the future.

Network maintenance



Maintaining roads and structures

Planned maintenance is carried out to maintain the asset value of the network. This typically includes:

- reconstruction and resurfacing of carriageways
- application of surface dressing and anti-skid surfacing
- upgrading of safety fencing
- replacing of road markings and studs
- repairs to structures, including waterproofing and joint replacement.

These operations are carried out by the OC for scheme values up to £250k. Larger schemes are procured using works contracts.

3.3 Planned maintenance

3.3.1 Roads

The OCs are responsible for the delivery of operations, although sub-contractors may be used for specialist activities and major operations. Workmanship, supervision and performance are monitored by the OCs.

Monitoring of schemes was carried out by PAGplus throughout 2009/10. This included monitoring of operations such as carriageway reconstruction, filter drain material renewal, surface dressing and rock netting earthworks construction.

NE - BEAR ★★☆☆☆

A number of schemes were completed during the year such as the installation of rock netting and carriageway reconstructions, including the use of 'crack and seat'.

Workmanship, supervision and site records were generally good. Some minor issues were noted and these were resolved. However, several traffic management issues were identified by PAGplus and promptly dealt with by the OC.



Figure 38 - Concrete repairs on A1 in SE

SE - BEAR ★★★★★

In 2009/10, BEAR completed schemes including filter drain replacements, carriageway reconstructions and inlays.

The standard of workmanship, supervision and records and supervision was good, especially for carriageway inlay and reconstruction schemes (see figure 38). Some measurement and traffic management issues need to be addressed.

NW - Scotland TranServ ★★★★★

A number of carriageway maintenance schemes were carried out in NW. These included inlays, overlays, resurfacing and surface dressing treatments (see figure 39).

The general standard of workmanship and supervision was good. The quality of record keeping for operations, including measurement records, improved from 2008/09, with only minor issues identified. Some issues with traffic management were identified at individual sites visited by PAGplus.



Figure 39 - Resurfacing at Glen Shiel on A87 in NW

SW - Amey ★★★★★

The standard of workmanship, supervision and traffic management continued to be good. Some minor issues were identified in the quality of record keeping, which were eventually resolved by the OC.

Schemes completed during the year included a number of carriageway resurfacing treatments and filter drain replacements.

Network maintenance



Patching of carriageways

PAGplus undertook a monitoring exercise to assess the performance of the OCs in carrying out carriageway patching operations. This focused on scheme justification, prioritisation and delivery. PAGplus will continue these reviews during 2010/11.

NE - BEAR ★★★★★☆

BEAR performance was good for patching operations. Scheme documentation and records were generally good.

SE - BEAR ★★★★★☆

Performance by the OC was fair. PAGplus reviews of patching schemes identified some issues concerning the extent of works. This resulted in a NNC being issued. Transport Scotland, PAGplus and the OC are working together to resolve these issues.

NW - Scotland TranServ ★★★★★☆

Scotland TranServ's performance in prioritising and delivering schemes continued to be good.

SW - Amey ★★★★★☆

Amey continued to provide good performance through scheme

management and coordination between structural and planned maintenance programmes.

3.3.2 Structures

The various structures inspection regimes identify lists of maintenance needs, which are updated annually. This is prioritised and programmed based on the budgets available to each OC.

Planned maintenance schemes are vital to maintain bridges in good serviceable condition and require careful planning and coordination of sub-contractors.

The OCs design and implement structures planned maintenance schemes. These include:

- re-waterproofing of bridge decks
- resurfacing of bridge decks
- replacement of deck joints
- concrete repairs
- repainting of steelwork
- repair and replacement of parapets
- repair of scour damage at watercourses
- bridge replacements
- protection of bridge supports at risk from impact

During the year, planned maintenance schemes were carried out in all Units.

NE - BEAR ★★★★★☆

BEAR's performance was generally good. Schemes included repair and replacement of bridge parapets and joint repairs.

SE - BEAR ★★★★★☆

During the year, BEAR carried out a number of maintenance schemes including bridge re-waterproofing, innovative repair of scour damage, repair and replacement of damaged parapets and replacement of bridge deck joints. The OC's performance was excellent, introducing innovation, programming works to minimise disruption to road users and successful delivery of increased spend targets.

Major works to repair scour damage were carried out at the M876 River Carron bridge. BEAR adopted a technique of placing proprietary bags and then filling them with concrete pumped from a location adjacent to the bridge. This worked very well in preventing ingress to the watercourse as well as giving an acceptable final appearance.

NW - Scotland TranServ ★★★★★☆

In general, Scotland TranServ's performance was good, including planning and site management, although there were some time overruns on two schemes due to site conditions.

During 2009/10, the OC carried out a number of re-waterproofing schemes on A9 between Perth and Inverness using specialist sub-contractors. In addition, a programme of scour repairs to structures on A9 was also completed, despite challenges caused by heavy rain and flooding.



Figure 40 - Aberchaldar swing bridge over Caledonian Canal on A82 in NW

Network maintenance



A number of bridge schemes were also completed including two swing bridges on A82 over the Caledonian Canal (see figure 40) and infill strengthening to two very weak bridges on A85 at Comrie and Tynrioch, which crossed disused rail lines.

SW - Amey ★★★★★☆

In 2009/10, Amey undertook repairs and refurbishment of structures. These included renewing waterproofing and bridge joints and upgrading bridge parapets.

In addition, a programme of refurbishment and repairs to overhead sign gantries on the M8 was carried out by night-time working.

Amey's performance in managing these schemes was good, planning and coordinating with its sub-contractors.

Chapter 4

Network improvement

Key points

Works contracts

- The standard of works contract tender documents prepared by the OCs continued to be good.
- Contractors' workmanship on works contracts was good and they were well supervised by the OCs.
- More sustainable maintenance treatments and practices continue to be introduced by all OCs.

Improving safety

- Strategic road safety and minor improvement schemes were successfully completed by all OCs.

Network improvement



Works contracts

Works contracts are schemes with an estimated value of between £250k and £5m. The procurement of these schemes is managed by the OCs on behalf of Transport Scotland.

The OCs carry out design and supervise construction.

Larger schemes over £5m are not generally included in the scope of the OC contracts. These are managed by Transport Scotland's Major Transport Infrastructure Projects Directorate (MTRIPs).

4.1 Works contracts

Works contracts are carried out so that the trunk road network continues to operate to the required standard. In 2009/10, this included carriageway reconstruction and resurfacing and bridge replacement, strengthening and refurbishment.

Figure 41 shows the types of schemes carried out under works contracts during 2009/2010. The value of these contracts totalled £32.4m, a reduction of £10.8m from the previous year.

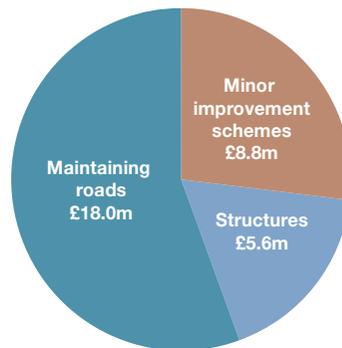


Figure 41 - Type of schemes carried out under works contracts during 2009/10

Tender Documents - all Units ★★★★★

The OCs are required to submit tender documents to PAGplus for review prior to contractors being invited to tender. PAGplus undertakes detailed reviews of at least 25% of all tender documents.

In 2009/10, the OCs prepared tender documents for 31 works contracts, an increase of 11 on the previous year. Of these, 11 (35%) were reviewed by PAGplus. Further information is given in figure 42.

In common with previous years, the standard of preparation of draft tender documents for all OCs continued to be good.

Unit	Number received by PAGplus	Number reviewed by PAGplus	% Reviewed
NE	6	2	33
SE	9	4	44
NW	11	3	27
SW	5	2	40
Total	31	11	35

Figure 42 - Draft tender documents received and reviewed by PAGplus in 2009/10.

Public Contracts Portal

All schemes procured externally by Scottish public bodies must now be advertised on the Scottish Government's Public Contracts Portal. In addition, those schemes over the EU procurement threshold (currently £3.9m) must be advertised in the Official Journal of the European Union.

In December 2009, the OCs were required, as part of the work contract procurement process, to advertise tendering opportunities using this portal. This was to ensure contractors were able to express interest in bidding for these schemes.

In 2010/11 PAGplus will monitor the portal to ensure the OCs are complying with this new contract requirement.

In addition, Transport Scotland is developing a prequalification questionnaire to assist in the vetting of prospective tenderers.

Network improvement



Supervision

NE - BEAR ★★☆☆☆

Supervision by the OC was good.

A number of schemes were successfully completed during 2009/10, including two within Dundee and Elgin, where good liaison and traffic management resulted in traffic delays being minimised.

In addition, BEAR used ‘crack and seat’, a more sustainable method of carriageway reconstruction, for A9 Aberuthven to Abbey Bridge scheme (£0.8m).

Two major bridge contracts were successfully completed during the year. These were A96 Deveron bridge, near Huntly and M90 Friarton bridge (£0.3m), (see figure 43).



Figure 43 - Testing a waterproofing repair at Friarton Bridge on M90 in NE

SE - BEAR ★★☆☆☆

As in NE, supervision on works contracts was good. BEAR also performed well planning works and successfully delivered increased budget spend.

The OC minimised disruption to road users on two major bridges schemes, A68 in Jedburgh (£0.3m) and M8 Livingston (£0.7m), through good planning and programming of the works.

BEAR introduced the use of social networking site, ‘Twitter’, to advise road users of progress on M8 schemes.

In addition, BEAR trialled Transport Scotland’s Carbon Management System (CMS) on two works contracts. The CMS measures the carbon footprint of all aspects of a scheme.

NW - Scotland TranServ ★★☆☆☆

The standard of OC supervision on works contracts was good throughout the year.

Scotland TranServ continued to use the ‘crack and seat’ and ‘rubblisation’ methods of carriageway reconstruction, particularly on A9 schemes.

This experience has been instrumental in the development of the Transport Scotland Interim Amendment for sustainable treatment of composite and rigid concrete carriageways on the network.

The bridge strengthening replacement programme also continued with the start of A82 Ba Bridge replacement on Rannoch Moor (see figure 44).



Figure 44 - Replacement of Ba Bridge at Rannoch Moor on A82 in NW

SW - Amey ★★☆☆☆

The standard of supervision on works contracts was good.

Two schemes were completed during the year, M74 Uddingston to J5 reconstruction and strengthening of M8 Arklestone bridge, near Glasgow airport. This latter scheme

was carried out during the school holidays to minimise traffic disruption.

Network improvement



Safety improvements

The OCs develop and implement road safety improvements to improve driving conditions for road users. These are taken forward by the OCs and can be either strategic road safety or minor improvement schemes.

Strategic road safety schemes typically include:

- low cost treatments such as new signs and road markings
- more extensive measures such as new traffic signals and pedestrian crossings, anti-skid surfacing, new or improved lighting and the installation of passively safe roadside furniture.

Minor improvement schemes can comprise:

- road re-alignments
- junction improvements
- strengthening of carriageway edges and widening roads
- installation of safety barriers
- construction of overtaking lanes.

4.2 Improving safety

4.2.1 Strategic road safety schemes

The OCs analyse three-year accident data to identify clusters of three or more personal injury accidents.

At these sites, detailed accident prevention studies are carried out, which can result in the development of safety improvements, monitoring of sites or occasionally no further action being required.

The OCs must also assist in implementing the Scottish Government's Strategic Road Safety Plan, which aims to reduce risk to road users and mitigate the effects when accidents do occur.

NE - BEAR ★★★★★

The OC concentrated on standardisation of route treatments across the Unit due to the low levels of accident clusters identified.

Passively safe signs were installed on A96 and A90, and speed limit reviews were carried out on A92, A95, A96 and A985.

BEAR introduced additional safety measures at junctions on A90 at Laurencekirk. Innovative vehicle activated signs on A90 were installed which are triggered by traffic turning onto A90 from side roads.

Road safety improvements on the slip road from A823(M) to M90 at Pitreavie were very effective in emphasising a tight bend (see figure 45).



Figure 45 - Improved signage and safer barriers for motorcyclists on slip road bend at Pitreavie on A823(M) in NE

SE - BEAR ★★★★★

Safety improvements, such as passively safe signs, improved signing at junctions and bends and speed limit reviews continued to be implemented.

An investigation on A702 Lothianburn to Hillend recommended alterations to carriageway and junction layouts to improve visibility and reduce the risk of collisions.

BEAR continued to introduce more sustainable products to its safety schemes, such as lower powered illuminated signs using LEDs, microprismatic reflective bollards and solar powered refuge beacons.

NW - Scotland TranServ ★★★★★

Safety studies were undertaken at a number of sites generated by the analysis of accident clusters.

Systematic implementation of safety measures, such as passive signs and improved signing at junctions and bends, took place on lengths of A82, A83, A87 and A830.

Network improvement



Measures to reduce the number and severity of tree strikes were introduced at a site north of A85 Lochearnhead. This is the first of a series of sites to be treated by Scotland TranServ.

An effective, reliable vehicle activated 30mph repeater sign was successfully trialled at a number of locations across the Unit.

SW - Amey ★★★★★

Implementation of mass action plans, such as the installation of passively safe signposts, continued in 2009/10.

Studies, including pedestrian crossing and junction assessments were undertaken at a number of locations.

Amey installed innovative wind and solar powered vehicle activated chevron signs at a bend on A701 at Amisfield (see figure 46). These signs light up in sequence to better emphasise the tight bend.



Figure 46 - Solar powered vehicle activated chevron signs at Amisfield on A701 in SW

4.2.2 Minor improvement schemes

NE - BEAR ★★★★★☆

Minor improvement schemes undertaken during 2009/10 included A95 Poppin Brae slope stabilisation (£0.6m), which included installation of some 80 piles and associated carriageway reinstatement.

Other schemes included junction improvements, slip road improvements, safety fencing, rock netting and drainage improvements.

Studies aimed at reducing congestion at A9 Broxden and Kier roundabouts were undertaken and the results are now being analysed.

SE - BEAR ★★★★★☆

Design for carriageway alignment and junction upgrade schemes on A702 and A68 continued during the year.

BEAR improved its processes for assessing the economic benefits of schemes.

Works were completed on the embankment stabilisation scheme on A7 at Branxholm, where the River Teviot had previously undermined the adjacent carriageway.

A cycleway was constructed on A1 between Skateraw and Bilsdean junctions, completing the Scottish sections of the North Sea Cycle Route.

NW - Scotland TranServ ★★★★★☆

A length of dedicated overtaking lane was constructed on A9 at Carrbridge and further schemes are planned at Moy and Slochd. Also, at A9 Bankfoot the major junction improvement scheme was completed.

Flexible landslide barriers (see figure 47) have been installed on the slopes above

A83 Rest and be thankful to mitigate the effects of any future debris flows. An early warning monitoring system was also installed. The OC supervised this scheme well during severe winter weather.



Figure 47 - Debris fence installation at Rest and be thankful on A83 in NW

SW - Amey ★★★★★☆

Road/rail interfaces were constructed at A8 Langbank and A76 Knockenjig. On A78 Largs, traffic flow improvements incorporated a new mini-roundabout and rationalisation of on-street parking.

Amey's performance on these schemes was good.



Resurfacing operations near Millburn on M74 in SW

Chapter 5

Quality of service

Key points

Quality management

- All OCs continue to be certified to ISO 9001, either directly or through their parent company.
- The OCs continued to operate their quality management system (QMS), successfully demonstrating continual improvement.

Health and safety management

- All OCs are now certified to OHSAS 18001, either directly or through their parent company.
- The OCs continued to show a highly responsible attitude towards health and safety.
- The OCs operate systems to manage health and safety effectively, meeting the requirements of the contract.

Environmental management

- All OCs are now certified to ISO 14001, either directly or through their parent company.
- The OCs continued to operate their environmental management system (EMS) well, although there is room for improvement in NE and SE.

Information systems

- The RMMS continued to operate well throughout the year, with system development ongoing.
- The OCs continued to operate a robust, fully functional contract control and management system (CCMS) during 2009/10, delivering both contractual and user requirements.

Continuous improvement

- PAGplus and the OCs continue to work together to resolve issues.
- No remedial notices were issued during 2009/10, an improvement on the previous year.
- NE and SW performed very well in closing out issues. There is room for improvement in SE and NW.



OC management systems

The OCs are required to maintain management systems that comply with:

- BS EN ISO 9001 – Quality management systems
- BS EN ISO 14001 – Environmental management systems
- BS OHSAS 18001 – Occupational health and safety systems.

Management systems refer to a framework of processes and procedures used to ensure that an organisation can fulfill all tasks required to achieve its objectives (see figure 48).

Each OC is required to implement, maintain and continually improve the effectiveness and efficiency of its management systems to meet the requirements of the British Standards, the contract and the needs of road user.

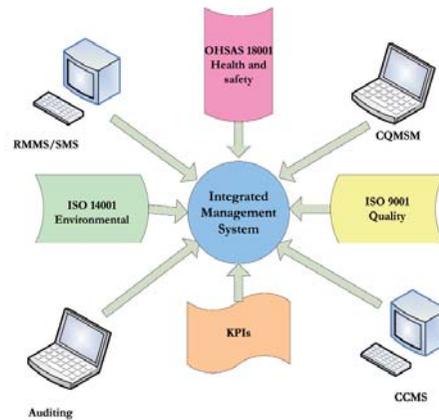


Figure 48 - Processes influencing an Integrated Management System (IMS)

5.1 Management systems

Quality management

NE - BEAR ★★★★★

BEAR's well established QMS, covering both NE and SE, continues to meet contract requirements.

Three PAGplus system audits were carried out on specific areas of the QMS including corrections and training. These

audits confirmed the system was working effectively. The training audit was carried out as a joint audit with SE.

BEAR remains very committed to the effective operation and continual improvement of the QMS, evidenced by the implementation of a software package, Simply Personnel, to ensure all employees have the correct training.

The KPI which measures OC performance in closing out of PAGplus corrections on time was achieved throughout the year (see figure 49). There were no PAGplus corrections raised in quarters one and three.

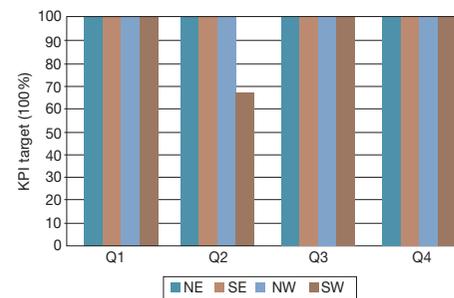


Figure 49 - OC performance in closing PAGplus corrections

Although BEAR was not always able to keep to the planned audit schedule, it successfully completed its internal audit programme for 2009/10.

The KPI which measures the closing out of internal OC corrections on time indicated poor performance in quarter two due to a number of internal audit corrections being closed late. The requirement to control internal corrections was highlighted by PAGplus and performance for the remainder of the year was improved and maintained at 100% (see figure 50).

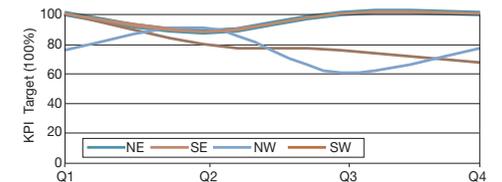


Figure 50 - OC performance in closing internal corrections

Four Contract Quality Management System Manager (CQMSM) audits were completed by the independent contract quality manager. The CQMSM audits covered both NE and SE and focused on training and competency, H&S OHSAS

Quality of service



18001:2007, management and planning of landscaping activities, management, planning and execution of structures cyclic maintenance. The majority of non-compliance issues raised at the H&S OHSAS 18001:2007 audit related to site and depot visits for operational controls and for H&S documentation. Issues raised were resolved or progressed accordingly.

SE - BEAR ★★☆☆☆

BEAR's well established QMS, covering both NE and SE, continues to meet contract requirements.

Three PAGplus audits of the BEAR QMS found the system continued to be working effectively and efficiently and was well controlled. There were no PAGplus corrections raised in three of the four quarters. The OC's performance in closing out PAGplus corrections on time was excellent (see figure 49).

BEAR completed its planned programme of audits in 2009/10 and continued to demonstrate good performance.

The OC's performance in closing out internal corrections within the specified timescale was good at 97% (see figure 50). Four CQMSM audits were undertaken

by an independent auditor covering both NE and SE. These audits were completed and in general demonstrated continued compliance.

NW - Scotland TranServ ★★☆☆☆

Scotland TranServ has a well-established QMS.

Three PAGplus QMS audits covered the areas of measurement, analysis, training and routine inspection and maintenance. This included a joint PAGplus/OC audit focusing on the use of the RMMS.

The OC's performance in closing out PAGplus corrections on time was excellent (see figure 49). There were no corrections raised in two quarters of the year.

Scotland TranServ completed its internal audit programme.

Performance in closing out internal audit corrections within the specified timescale continued to be poor (see figure 50).

Four CQMSM audits were carried out and continued compliance was evident in most cases. Any actions identified were dealt with appropriately.

During 2009/10, there was a change in CQMSM. PAGplus will monitor this change in 2010/11.

SW - Amey ★★☆☆☆

Amey continues to have an effective QMS.

Three PAGplus QMS audits were carried out, the first on resource management for competence, awareness and training under ISO 9001:2008 requirements and the second on control of corrections and corrective actions. The third audit revisited training to follow up issues raised at the first audit. Amey was found to be compliant with ISO requirements. It was noted a great deal of data population of the training database had occurred.

There was a drop in performance by Amey in quarter two at closing PAGplus corrections (see figure 49). This was followed up by PAGplus to ensure the effective close-out of actions.

Amey subsequently achieved the KPI target for the remainder of 2009/10.

Amey successfully completed its 2009/10 internal audit programme.

Amey's performance in closing internal corrections varied for each quarter, with overall performance being 75% (see figure 50).

A total of five CQMSM audits were completed within the contract year. The additional audit resulted from a change in CQMSM. The first audit by the new CQMSM took place only two months after the previous audit.

The audits focused on the compliance with Sector Schemes, scrap metal procedure, vehicle audit, HR processes and the quality plan.

The majority of non-compliances were for lack of required Sector Scheme training.



Health and safety

All OCs operate an OHSAS accredited occupational health and safety management system.

As part of health and safety legislation, OCs report incidents to the Health and Safety Executive (HSE) as required under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR).

The scope of incidents to be reported covers fatalities, injuries resulting in more than three days absence, diseases and dangerous occurrences.

Health and safety management

NE and SE - BEAR ★★★★★

Two PAGplus audits were carried out in each Unit. The first covered network operations and the second the control of occupational H&S documentation.

Similar findings were raised in both Units for the first audit. Good control of documentation was evident at the second audit.

RIDDOR performance was good for the year with only two reportable incidents in late 2009 (see figure 51).

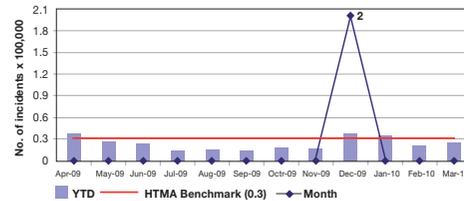


Figure 51 - BEAR RIDDOR Performance 2009/10

BEAR successfully achieved full accreditation to OHSAS 18001 in March 2010 (see figure 52).



Figure 52 - BEAR OHSAS 18001 certificate

NW - Scotland TransServ ★★★★★

PAGplus auditing focused on site and depot activities and on H&S documentation. The results of these audits confirmed continued compliance with the contract.

Scotland TransServ's performance was excellent throughout the year with no reportable incidents (see figure 54), reflecting the OC's 'Zero Harm' initiative (see figure 53).



Figure 53 - 'Zero Harm' campaign

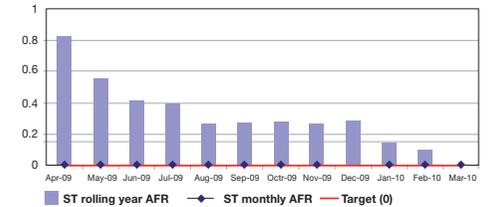


Figure 54 - Scotland TransServ Accident Frequency Rate (RIDDOR) performance

SW - Amey ★★★★★

As in other Units, PAGplus auditing focused on site and depot activities and H&S documentation. All sampled documentation and records were found to be in compliance with the contract.

In 2009/10, there were four accidents reported to the HSE under RIDDOR (see figure 55).

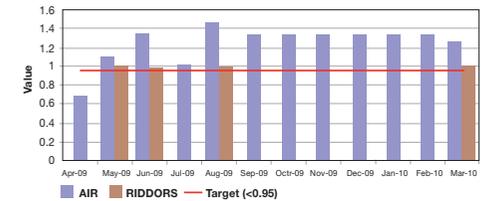


Figure 55 - Amey Accident Incident Rate (AIR)/RIDDOR performance



EMS

A well implemented and managed EMS demonstrates a commitment to improving environmental performance and protection. It should fulfil the requirements of wide reaching environmental legislation and meet stakeholders' ever increasing expectations for sustainable development.

Environmental management

All OCs are certified to ISO 14001, either directly or through their parent companies. Throughout 2009/10 both PAGplus and the OCs carried out audits of the EMS.

Following issue of a guidance note from Transport Scotland, OC performance in undertaking environmental assessments of structural maintenance works improved.



Figure 56 - Scotland TranServ's environmental policy

NE and SE - BEAR ★★☆☆☆

BEAR achieved certification to ISO 14001 in November 2009.

Audits confirmed that improvements were made in managing the environmental performance (see figure 57). Some issues were identified concerning pollution control and waste management, which will be monitored by PAGplus.

BEAR's performance in undertaking environmental assessments of structural maintenance works was good.

PAGplus will continue to monitor performance during 2010/11.



Figure 57 - Lamps collected for recycling at Burghmuir depot in SE

NW - Scotland TranServ ★★☆☆☆

All Scotland TranServ depots and operations are included in the scope of its parent company certification to ISO 14001.

Sites and depots visited by PAGplus were well operated by Scotland TranServ, with staff knowledgeable of environmental requirements (see figure 56). However, there were some isolated instances where the processes were not fully implemented to prevent potential environmental

incidents. Waste management in depots and on site was controlled well, with the OC continuing to introduce further improvements.

Environmental assessments by Scotland TranServ were extensive, covering environmental and ecological factors.

SW - Amey ★★☆☆☆

All Amey's depots and operations are included within the scope of its certification to ISO 14001.

Overall, depots and sites visited by PAGplus were well operated. However, issues were identified with the level of monitoring of sub-contractors' environmental performance. Following discussions with PAGplus, Amey introduced measures to address this. Amey's depot waste management was good. However, improved control is required of documentation accompanying waste material from site to depot.

Initial environmental reviews carried out for design works were thorough and demonstrated the OC's commitment to prevention of pollution.



5.2 Information systems

Routine maintenance and management system

The RMMS supplied by Transport Scotland has continued to operate well throughout the year. Through the RMMS user group meetings, Transport Scotland and PAGplus have continued to develop the system and deliver training to all parties to support continued improvement and wider use of the system. Further details are given in section 2.3.1.

Structures management system

For details of the SMS refer to section 2.3.

Contract control and management system - all Units ★★★★★

The OCs continued to provide and operate a fully functional CCMS during 2009/10 delivering both contractual and user requirements.

User group meetings were held when required to discuss and resolve any specific issues identified with any of the OCs' CCMS.

Resolving problems and improving performance

Management systems are required to continually improve the effectiveness and efficiency of an organisation by identifying areas for improvement to the organisation's processes.

The OCs are, therefore, required to regularly monitor and verify their activities by testing, inspection and auditing. Thereafter, the OCs are required to take action where necessary to prevent use and recurrence where deficiencies are uncovered.

5.3 Continuous improvement

PAGplus monitors the OCs' non-conformance registers, CCMS, RMMS, SMS and other shared documentation, together with reviewing PAGplus ORIs, hazard notices and audit findings.

Where an issue has been identified and an OC has not instigated correction through its management systems, PAGplus manages this to conclusion using a formalised escalation process (see figure 58).

PAGplus works with the OCs to try to resolve issues before they escalate to NNCs or remedial notices.

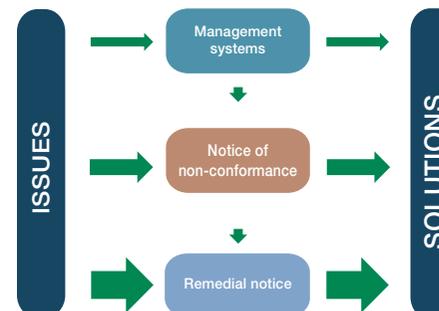


Figure 58 - Procedure for resolving issues

Where an issue is escalated by either NNC or remedial notice, the OC is required to manage the default in accordance with its QMS within the specified timescale.

The OCs, in most cases, responded positively to these notices and rectified the immediate problems and improved overall effectiveness. The progress of these notices is discussed at monthly progress meetings with Transport Scotland, PAGplus and each OC.

OC performance

NE - BEAR ★★★★★

In 2009/10, two NNCs were issued. BEAR's response was excellent, with both being closed out promptly. One NNC carried over from late March 2009 was closed out in April 2009, (see figure 59).

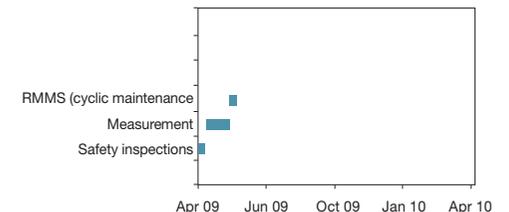


Figure 59 - Issue and closure of NNCs in NE during 2009/10

Quality of service



As in 2008/09, no remedial notices were issued during 2009/10.

This demonstrates continued excellent performance by the OC.

SE - BEAR ★★☆☆☆

In 2009/10, five NNCs were issued compared with two in the previous year. BEAR's response was fair, with three NNCs remaining open at 31 March 2010 (see figure 60).

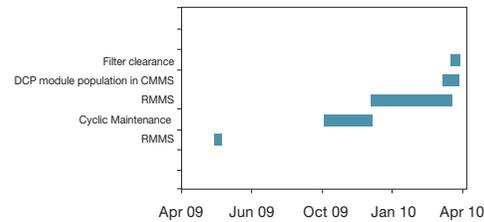


Figure 60 - Issue and closure of NNCs in SE during 2009/10

No remedial notices were issued in 2009/10, compared with one in the previous year.

NW - Scotland TransServ ★★☆☆☆

In 2009/10, five NNCs were issued, which was similar to the previous year. Scotland TransServ's response was fair with two out of five NNCs still open at 31 March 2010. However, it is recognised that the severe winter conditions impacted on the time taken to close out two of the NNCs.

One of the two NNCs was closed out after remaining open for five months (see figure 61).

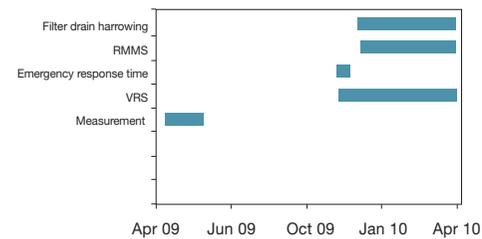


Figure 61 - Issue and closure of NNCs in NW during 2009/10

As in 2008/09, no remedial notices were issued in 2009/10.

SW - Amey ★★☆☆☆

In 2009/10, one NNC was issued which is an improvement from the three issued the previous year.

The NNC carried over from late March 2009 was closed out in April 2009.

Amey's response was good with the 2009/10 NNC remaining open for two months (see figure 62).

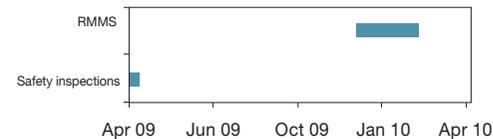


Figure 62 - Issue and closure of NNCs in SW during 2009/10

No remedial notices were issued in 2009/10. The remedial notice raised in February 2009 for poor winter service provision was closed out in September 2009.



KPIs

The OCs' performance of the management and maintenance of the network is measured by a set of KPIs.

The 36 KPIs included in the 3G contracts apply across all four Units and are now calculated using standard methods of measurement developed by PAGplus. The KPIs are reported at varying intervals of monthly, quarterly, six monthly and annually.

Key performance indicators

The contract KPI descriptions are summarised below. Cross references are included for those KPIs referred to elsewhere in this report.

Cyclic Maintenance

- KPI 1 Repair of category 1 defects - see section 3.2.1
- KPI 2 Safety inspection - see section 2.2.1
- KPI 3 Detailed inspections - see section 2.2.2
- KPI 4 Lamp outages - see section 3.1

Winter service

- KPI 5 Response time - see section 3.2.3
- KPI 6 Treatment times - see section 3.2.3
- KPI 7 Electronic logger times - see section 3.2.3

Emergencies

- KPI 8 Response times - see section 3.2.2

Traffic management

- KPI 9 Road occupation - see section 2.1.2
- KPI 10 Traffic disruption by unprogrammed operations and works
- KPI 11 Quality of traffic management

Bridges

- KPI 12a Achievement of inspection programmes (Principal inspections) - see section 2.2.3
- KPI 12b Achievement of inspection programmes (General inspections) - see section 2.2.3

Quality Management System

- KPI 13 Internal audits of quality management system - see section 5.1
- KPI 14 Performance Audit Group quality management system - see section 5.1

Programming

- KPI 15 Achievement of annual programmes

Design

- KPI 16 Variation of budgets against agreed budget

Works contracts and site operations

- KPI 17 Works contracts cost estimates
- KPI 18 Works contracts outturn costs
- KPI 19 Site operations cost estimates
- KPI 20 Operations instructions
- KPI 21 Frequency of materials testing
- KPI 22 Materials testing
- KPI 23 Observations resulting from inspections (ORIs)

Financial

- KPI 24 Forecasting against actual spend profile
- KPI 25 Invoice submissions
- KPI 26 Disputed items in invoice

Planning applications

- KPI 27 Time taken to process planning applications

Reporting

- KPI 28 Submission of reports, programmes and minutes

Customer Care

- KPI 29 Answering of correspondence enquiries and complaints
- KPI 30 Draft responses and briefing to TS on general and Ministerial correspondence
- KPI 31 Calls to customer contact system number

Remedial notices

- KPI 32 Remedial notices issued - see section 5.3

Human resources

- KPI 33 Staff turnover
- KPI 34 Sickness absence
- KPI 35 Working hours
- KPI 36 Training



Summary of OC KPI performance

PAGplus monitors all KPIs and works with the OCs to address any poor performance.

20 of the 36 KPIs are monitored throughout the year in order to benchmark OC performance.

Transport Scotland and PAGplus set thresholds for these benchmarking KPIs.

Figures 63 to 66 summarise OC performance against each benchmark KPI.

Key:

- Target met or exceeded
- Target not met and some improvement required
- Target not met and improvement required

NE - BEAR

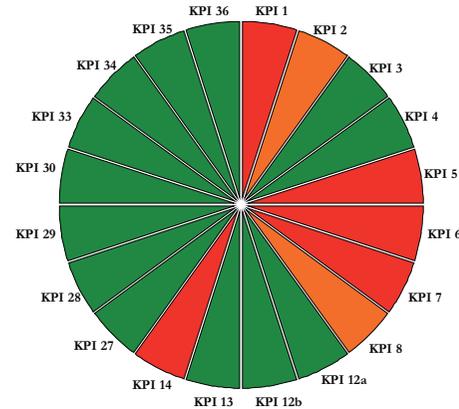


Figure 63 - KPI summary for NE

NW - Scotland TransServ

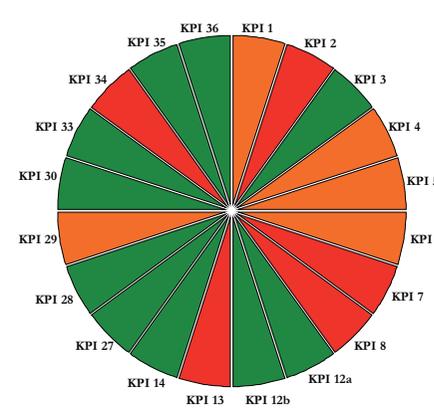


Figure 65 - KPI summary for NW

SE - BEAR

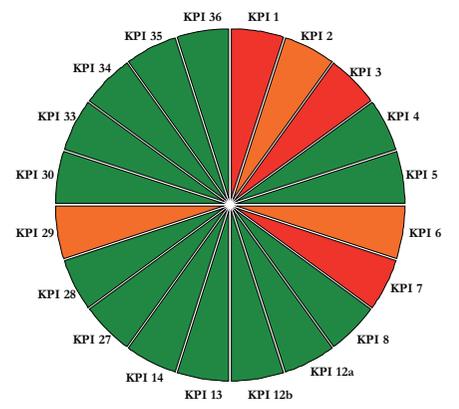


Figure 64 - KPI summary for SE

SW - Amey

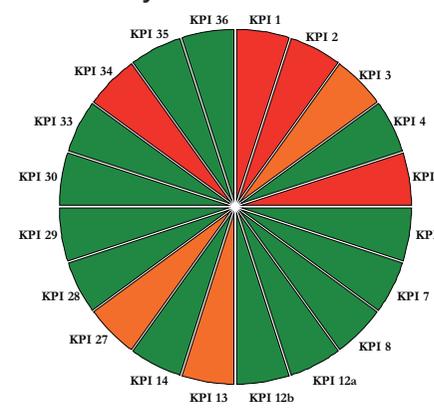


Figure 66 - KPI summary for SW



Skye Bridge on A87 in NW

Chapter 6

Value of service

Key points

Overall position

- The budget allocation from Transport Scotland of £146.0m was an increase of £13.8m (10.4%) on 2008/09.
- £16m of efficiency savings were made across the network in 2009/10, with cumulative savings of £63m over the life of the 3G contracts.

Budget, orders and spend

- Spend was in line with budget overall, although performance was mixed within each Unit. NW and SW spend exceeded budget by £1.3m (3%) and £0.7m (2%) respectively and the NE and SE underspent by £0.6m (2%) and £0.4m (1%) respectively.
- The OCs all operated effective management processes, with only minor issues identified during the year.
- There were issues in all Units regarding profiling of spend. This will be the subject of a PAGplus audit and monitoring review during 2010/11.
- Performance in managing the bid/order process was good in NE and SW and fair in SE and NW.

Claims and commercial issues

- Good progress was made during 2009/10 in resolving commercial issues.

Value of service



6.1 Financial spend

Overall position - all Units

A comparison of spend figures for 2009/10 and 2008/09 is shown in figure 67.

A full profile of individual financial performance is given in figure 68.

Budgets for 2009/10 were up £13.8m from 2008/09 to £146.0m. This level of budget reflects average funding for Units since 2003/04 (see figure 7).

Scotland experienced prolonged winter conditions from mid-December 2009. This impacted on programme delivery and resulted in several inter-Unit budget adjustments towards the end of the year as programmes were amended. The NW routine maintenance budget was increased by £1m during March 2010

to help mitigate the impact the winter weather had on the road condition within the Unit.

For 2009/10, the 3G contracts delivered £16m of efficiency savings when compared to the 2G contracts. This figure is down on the £19.2m reported in 2008/09 and is attributable to the change in the type of work carried out from the previous year. Cumulative savings of around £63m have been delivered over the life of these contracts.

In 2009/10, contract price fluctuation (CPF) was £15m on OC spend of £114.5m. The impact of a weakening economic climate during 2009/10 resulted in an annual increase in CPF of £3.7m. This compared with £5.2m for a spend of £91.3m in the previous year.

	2009/10 £m	2008/09 £m	% +/-
Budget Allocation	146.0	132.2	+10.4
Budget Spent (excl. CPF)	146.9	134.6	+9.1
Total Value of Work Done (incl. CPF)	161.9	145.8	+11.0
Split:			
- Operations	129.5	102.6	+26.2
- Works Contracts	32.4	43.2	-24.5

Figure 67 - Financial comparison - all Units

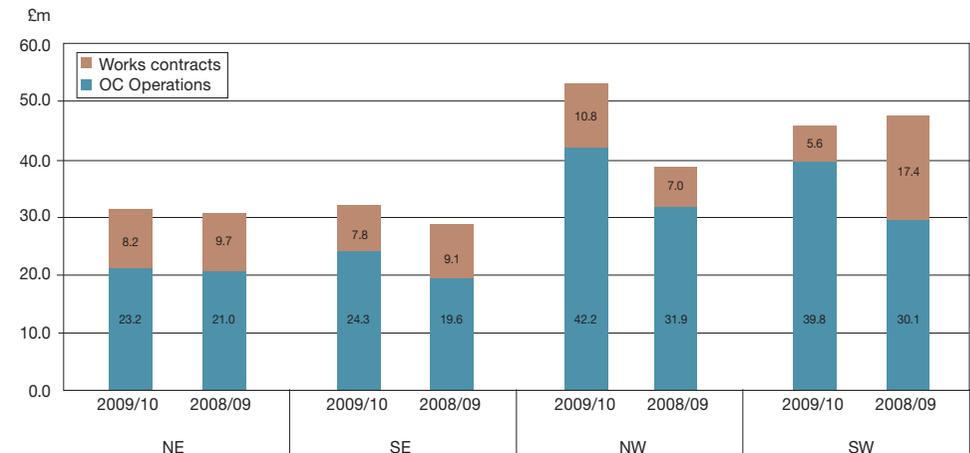


Figure 68 - Spend split by works and operations (including CPF) - all Units



6.2 Budget, orders and spend

PAGplus monitors and reports on the inter-relationship of budget, orders and spend to assist Transport Scotland in its financial management. Figure 69 below shows how this fits into the overall process.

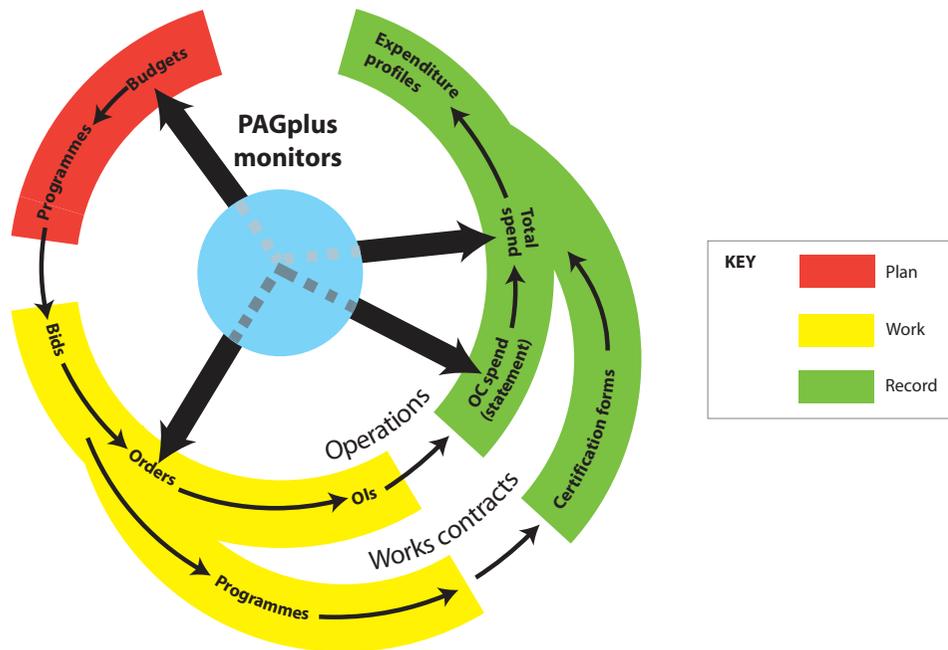


Figure 69 - Financial monitoring process

A comparison of spend against budget for the years 2009/10 and 2008/09 is shown in figure 70.

	2009/10 £m	2008/09 £m
Spend	146.9	134.6
Budgets	146.0	132.2
Over/(under) spend	0.9	2.4
Spend/budgets %	100.6	101.8

Figure 70 - Spend v Budget (excluding CPF)

Budget control

Budgetary control by the OCs is an important management responsibility and the robustness of this control process was tested during the recent severe winter conditions. A number of schemes were affected during this period and the programme of works and budget impact had to be closely managed by both Transport Scotland and the OCs. All parties showed a high degree of flexibility in re-scheduling operations and works and did well to produce financial outturns close to their budgets.

NE - BEAR ★★★★★

Spend was slightly less than budget by £592k (2%). There were some issues with

over and underspends against various budget categories. In particular, spend for minor improvements was less than budget by £1.2m. This was due to delays outwith the OC's control, such as land issues and statutory processes. The underspend was off-set by the routine maintenance spend being £389k more than budget.

There were issues with the accuracy of profiling anticipated spend particularly towards the year end. This will be the subject of PAGplus auditing and monitoring during 2010/11.

SE - BEAR ★★★★★

Spend was marginally less than budget by £393k (1%). As in 2008/09, the main issue was the accuracy of expenditure profiles. This is an area where PAGplus will focus its auditing and monitoring in 2010/11.

NW - Scotland TranServ ★★★★★

Scotland TranServ, which had the largest budget at £46.5m, overspent this by £1.3m (3%). This was attributable equally to routine maintenance, structural maintenance and bridges budgets. There were issues with the accuracy of expenditure profiles during the year but these were satisfactorily resolved by the OC.

Value of service



SW - Amey ★★☆☆☆

Spend in SW slightly exceeded budget by £722k (2%). There were issues with accuracy of profiling expenditure and PAGplus will monitor the OC's performance in 2010/11.

Financial control in delivering operations

Figure 71 below shows the bidding for work process:

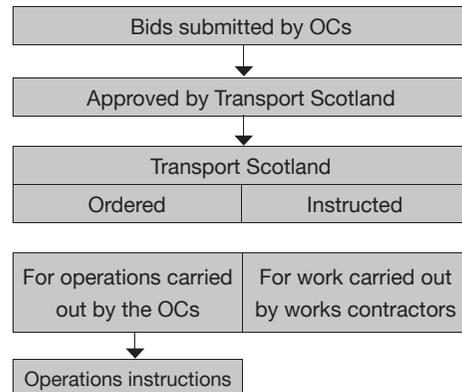


Figure 71 - The bidding for work process

PAGplus continued to audit and monitor the OCs' measurement processes during 2009/10 with issues raised being

discussed and resolved through regular meetings. Where appropriate, monies were deducted from the OCs for failure to substantiate measurements claimed.

NE and SE - BEAR ★★☆☆☆

The measurement process in both NE and SE operated effectively, although there were some issues raised by PAGplus during the year.

NW - Scotland TranServ ★★☆☆☆

Scotland TranServ continued to operate an effective measurement process, with only some issues being raised through PAGplus' auditing and monitoring activities.

SW - Amey ★★☆☆☆

Overall, the OC operated an effective measurement process, although PAGplus' auditing and monitoring activities highlighted some issues.

Orders v Spend

The responsibility to ensure the value of orders issued by Transport Scotland matches annual budgets and subsequent spend rests with the OCs.

Pressures on this process are inevitable as operational demands change and work already bid and ordered may not proceed, or alterations are made to the scope of the works. These changes may have a significant impact on financial out-turn if not managed through contractual requirements on revised bidding.

As such, it is important that the OCs revise bids to ensure ordered work does not exceed budget.

PAGplus monitored the OCs' financial management performance throughout the year to ensure spend for each scheme did not exceed order value. PAGplus also reported on the relationship between budget, order value and spend for operations.

Failure to resolve overspends on specific schemes resulted in monies being deducted during the year.

NE - BEAR ★★☆☆☆

BEAR's performance in managing order versus spend during the year was good. However, this performance dipped towards the year end, where orders issued exceeded budget by 10%, whilst spend

was 2% less than budget. This compares with 2008/09, when spend was 2% more than budget and the total value of orders exceeded budget by 10%.

SE - BEAR ★★☆☆☆

Overall performance in SE was fair, with a decline noted at the year end. Operations spend was in line with budget, although the total value of orders exceeded budget by 21%. In 2008/09, spend matched budget whilst orders exceeded budget by 11%.

NW - Scotland TranServ ★★☆☆☆

Scotland TranServ's performance during the year was fair. There was a dip in performance noted towards the year end. The total value of orders exceeded budget by 11%, compared to 5% last year and spend was 3% more than budget compared to 2008/09 where spend was 4% less than budget.

SW - Amey ★★☆☆☆

Amey's performance during the year was good and continued to improve on previous years. Spend was in line with budget, although the total value of orders exceeded budget by 8%. The figures were 4% and 11% respectively in 2008/09.



6.3 Claims and commercial issues - all Units ★★★★★☆

The 3G contract that Transport Scotland has in place with its OCs is wide ranging and therefore has many different requirements. As such, there will be issues around contract interpretation.

All such commercial issues are reviewed as they arise by the commercial teams within Transport Scotland and PAGplus with regular commercial meetings held between all parties to resolve matters.

A new process to speed up the resolution of claims and commercial issues was introduced in 2008/09, resulting in an improved performance in closing a number of issues during 2009/10.

Performance at a glance

PAGplus has used a star rating system to assist in benchmarking OC performance. These performance ratings have been applied throughout the Annual Report to reflect overall OC performance for the various activities reviewed. This performance at a glance table is a summary of these ratings using coloured background shading rather than stars to provide clarity to readers. In addition, the table shows a comparison between OC performance in 2009/10 and 2008/09 where relevant.

	Excellent		Performance better than last year
	Good		Performance unchanged from last year
	Fair		Performance worse than last year
	Poor	N/A	OC not responsible for this activity
	Unacceptable		Activity not reviewed in 2008/09

	NE	SE	NW	SW		NE	SE	NW	SW
Chapter 2 Network management					2.5 Sustainability				
2.1 Network reliability					Chapter 3 Network maintenance				
2.1.1 Coordinating roadworks					3.1 Cyclic maintenance				
2.1.2 Availability of the network for road users					<i>Grass cutting</i>				
2.1.3 Scottish road works register					<i>Recording of grass cutting</i>				
2.1.4 Abnormal loads					<i>Weed control</i>				
2.2 Network inspections					<i>Controlling vegetation</i>				
2.2.1 Safety inspections and patrols					<i>Sweeping, cleansing and litter</i>			N/A	
<i>Recording of safety inspections and patrols</i>					<i>Signing, signals, road markings and studs</i>				
2.2.2 Detailed inspections - roads					<i>Lighting</i>				
2.2.3 Inspecting structures					<i>Safety fences, barriers and fencing</i>				
2.3 Inventory management					<i>Drainage, gullies and ironwork</i>				
2.3.1 SMS/RMMS					<i>Structures</i>				
2.3.2 Electrical assets									
2.4 Programme management									
2.4.1 Submission of SOIs									
2.4.2 Development control duties									

Performance at a glance

Key:

Excellent
Good
Fair
Poor
Unacceptable

↑	Performance better than last year
=	Performance unchanged from last year
↓	Performance worse than last year
N/A	OC not responsible for this activity
	Activity not reviewed in 2008/09

	NE	SE	NW	SW		NE	SE	NW	SW
3.2 Reactive maintenance					4.2 Improving safety				
3.2.1 Repair of category 1 defects	=	↓	↑	=	4.2.1 Strategic road safety schemes	↑	=	↑	=
3.2.3 Emergencies	↓	↓	=	=	4.2.2 Minor improvement schemes	=	=	=	=
3.2.3 Winter service					Chapter 5 Quality of service				
<i>KPI for winter service response times</i>	↓	↑	=	=	5.1 Management systems				
<i>KPI for winter service treatment times</i>	↓	=	=	=	<i>Quality management</i>	=	=	↓	↓
<i>KPI for electronic data logger downloads</i>	↓	=	↓	=	<i>Health and safety management</i>	↓	↓	=	↓
<i>Management of salt stocks</i>					<i>Environmental management</i>	↓	=	↑	↑
<i>Road closures</i>					5.2 Information systems				
3.3 Planned maintenance					<i>Contract control and management system</i>	=	=	=	=
3.3.1 Roads					5.3 Continuous improvement	=	↓	↓	↑
<i>Patching of carriageways</i>					Chapter 6 Value of service				
3.3.2 Structures					6.2 Budgets, orders and spend				
Chapter 4 Network improvement					<i>Budget control</i>	=	=	↓	=
4.1 Works contracts					<i>Financial control in delivering operations</i>	↑	↑	↑	=
<i>Tender documents</i>	=	=	=	=	<i>Orders v Spend</i>	=	=	↓	↑
<i>Supervision</i>	=	=	=	=	6.3 Claims and commercial issues	↑	↑	↑	↑

Glossary of main terms

3G contracts

Third generation contracts which were tendered in two phases. NW and SW were tendered first. They have used these contracts since 1 April 2006. NE and SE started to use these contracts on 1 April 2007.

Budget

Money allocated by Transport Scotland to manage and maintain the network during a financial year. This includes operations and works contracts.

Category 1 defects

Serious road faults, such as potholes, that should be repaired within set timescales.

Contract control and management system (CCMS)

A computer-based financial management system supplied and operated by the OCs to a specification provided by Transport Scotland. The system gives everyone working on the contract, including Transport Scotland and PAGplus, access to information about how operations and works contracts are being managed and where money is being spent.

Contract price fluctuation (CPF)

Inflation adjustments to the OCs' tendered rates and prices.

Financial year

The period between 1 April 2009 and 31 March 2010.

Key performance indicators (KPIs)

The contracts state that a list of indicators must be provided by the OCs to show how they are performing and to allow comparisons between Units.

Minor improvements

Schemes of importance to Scottish Government commitments and addressing network needs.

Network

The system of motorways and trunk roads in Scotland. The network is 3,132 km long and varies from urban motorways to rural single carriageways (see figure 1). In addition, a total of 136 km of motorway is covered by the M6 DBFO, M77 PPP and M80 DBFO projects.

Notice of non-conformance (NNC)

The process used in the contract to flag up where the OCs are not complying with the contract. This is issued by PAGplus.

Operations

Work carried out by the OCs.

Orders

Instructions issued by Transport Scotland to the OCs. These give details of operations (not works contracts) to be carried out under the contract by the OCs. The OCs should not start operations until an order has been issued.

Quality management system (QMS)

Quality management is fundamental to the contract. A QMS is drawn up by each OC to show how it will carry out every function required of it under the contract.

Remedial notice

A procedure used under the contract where Transport Scotland can issue a notice when an OC is in default of its contractual obligations. This is part of the performance management procedures and may lead to withholding amounts from payment.

Glossary of main terms

Routine maintenance management system (RMMS)

A computer-based system supplied by Transport Scotland and operated by the OCs to record and report on details of the network, including where it has been inspected and routinely maintained. RMMS also links to the CCMS and is accessible by Transport Scotland and PAGplus.

Sector scheme

Sector scheme certification is given to suppliers and installers of materials by United Kingdom Accreditation Service (UKAS) accredited certification bodies. This certifies that the holder operates a QMS in line with the international standard, BS EN ISO 9001:2000 and the sector scheme document.

Structures management system (SMS)

A computer-based management system containing an inventory of information on all trunk road structures.

Spend

The amount paid for work done, including OC operations and works contracts, excluding CPF.

Structures

Structures include bridges, culverts, retaining walls, sign gantries, high mast lighting and CCTV poles.

Sustainability

Sustainability in trunk road maintenance and improvement allows for an enhanced network consistent with social needs, permitting environmental stewardship, improving safety, promoting efficiency and meeting the mobility requirements of current and future generations.

Traffic Scotland

Traffic Scotland manages Scotland's intelligent transport system, which provides a continuous service to the public. Its key functional areas are monitoring, controlling and informing road users.

Unit

The network is divided into four separate geographic Units. These are: NE, SE, NW and SW.

Works contracts

Schemes usually with a value of between £250k and £5m, which the OCs design, procure through competitive tender and supervise on site.



Acronyms

2G	Second generation	EN	European standard of the CEN	QMS	Quality management system
3G	Third generation	GPS	Global positioning system	RIDDOR	Reporting of injuries, diseases and dangerous occurrences regulations
BS	British Standard	H&S	Health and safety		
CCMS	Contract control and management system	IER	Initial environmental review	RMMS	Routine maintenance management system
CEEQUAL	Civil engineering environmental quality assessment and award scheme	ISO	International Standards Organisation	SE	South East
CMS	Carbon management system	KPI	Key performance indicators	SMS	Structures management system
CPF	Contract price fluctuation	NE	North East	SOI	Statement of Intent
CQMSM	Contract quality management systems manager	NNC	Notice of non-conformance	SRWR	Scottish road works register
DBFO	Design, build, finance and operate contract	NW	North West	SUDS	Sustainable urban drainage system
EMS	Environmental management system	OC	Operating company	SW	South West
		OHSAS	Occupational health and safety assessment series	TRISS	Trunk road incident support service
		ORI	Observation resulting from inspection	TRL	Transport Research Laboratory
		PAGplus	Performance audit group		
		PPP	Public private partnership		

Useful websites

PAGplus
www.performanceauditgroup.co.uk

Halcrow
www.halcrow.com

PricewaterhouseCoopers
www.pwc.co.uk

Scott Wilson
www.scottwilson.com

Scottish Road Works Commissioner
www.roadworksscotland.gov.uk

Tony Ham Insurance Brokers
www.thibl.co.uk

TRL
www.trl.co.uk

Transport Scotland
www.transportscotland.gov.uk

Traffic Scotland
www.trafficscotland.org

Scottish Government
www.scotland.gov.uk

Scottish Parliament
www.scottish.parliament.uk

Amey
www.swtrunkroads.amey.co.uk

BEAR
www.bearsco.com

Scotland TranServ
www.scotlandtranserv.co.uk

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