

PERTH AND KINROSS COUNCIL

Environment & Infrastructure Committee

7 November 2018

Proposed Tayside Network Management Partnership

Report by Depute Director (Housing and Environment) (18/366)

This report seeks approval to undertake a 15 month trial for a collaboration of roads network and traffic control services, with Angus and Dundee City Councils.

1. BACKGROUND / MAIN ISSUES

- 1.1 The Christie Commission on the Future Delivery of Public Services <https://www.gov.scot/Publications/2011/06/27154527/0> identified that public services are facing the most serious challenges of modern times, and that demands on public services would increase dramatically due to demographic changes and other issues. A key principle of the review was that, in order to meet the challenges, the whole system of public service should become more efficient by reducing duplication, and by sharing services wherever possible.
- 1.2 Collaborative activity with other local authorities has a part to play in supporting the step change in the way services are delivered, and to provide greater value for communities. Sharing services can deliver cost savings through:
- Process efficiencies
 - Asset rationalisation
 - Standardisation and streamlining of working practices
 - Greater purchasing power
 - Improved customer satisfaction
 - Shared learning and development opportunities and potential new career pathways.
- 1.3 In 2011, the Accounts Commission produced a report, entitled “Maintaining Scotland’s Roads” (click [here](#)) which recommended several areas for action including considering a national review of how the road network is managed, and maintained, to stimulate service redesign, and increase the pace of examining the potential for shared services by Scottish councils. The Scottish Government and Scottish local authorities subsequently initiated a National Review of Road Maintenance (NRM), jointly chaired by CoSLA and the Minister for Transport and Islands. The findings of the NRM, published in July 2012, identified 30 actions under six main themes, including ‘considering different delivery models, including the scope for greater collaboration and the optimum arrangements for the management and maintenance of roads in Scotland’

- 1.4 Before finalising its report, the steering group overseeing the NRMR identified the need for a more detailed assessment of the 'optimum arrangements for the management and maintenance of roads in Scotland'. A separate report on this issue, published in June 2012, concluded that current arrangements could be improved upon, and that all councils should explore sharing services in the short term.
- 1.5 A 2016 follow up report by the Accounts Commission to "Maintaining Scotland's Roads" (click [here](#) to view) recommended that there should be:
- `a clear plan and timetable for supporting the development of regional arrangements for roads services to secure the benefits arising, such as efficiencies, increased service resilience and professional skills, while also preserving local accountability, making decisions on the extent of shared services at an operational level`*
- 1.6 A report to the Strategic Policy & Resources Committee on 20 April 2016 (Report No.16/187 refers) detailed how the Council was taking forward collaboration opportunities with Dundee City and Angus Councils, across a range of activities. This work was progressed via regular meetings of the joint Chief Executive Officer Teams of the three Councils. Roads Services was identified as one of the activities under consideration.
- 1.7 In Tayside, working together across our three Councils is well established. There is already significant collaboration, with Tayside Contracts delivering the majority of roads maintenance operations through the Roads Maintenance Partnership and the Street Lighting Partnership; shared procurement through Tayside Procurement Consortium; partnership working for flooding through the Tay Estuary and Montrose Basin programme; and various officer level working groups, with a joint approach to issues such as traffic signal maintenance.
- 1.8 Review of collaborative roads activities was agreed as in the programme of reviews, as part of the Council's Transformation Strategy.
- 1.9 Following a detailed study of activities by senior managers, including an extensive options appraisal for future roads-related collaboration, the joint Chief Executives of the three Councils agreed a report which recommended proceeding with a pilot collaboration of:
- Urban traffic control (UTC) and road signals
 - Network Management under the New Roads and Street Works Act (NRSWA)

1.10 This shared working is intended to:

- deliver the best possible service for the public
- ensure local accountability to elected members
- provide a fit for purpose roads infrastructure
- maximise benefits from collaboration
- have sufficient resilience to deal with unplanned major incidents
- deliver best value and strong governance underpinned by robust performance management information
- keep roads activities under Council control

2. PROPOSALS

2.1 It is proposed that this pilot (to be called the Tayside Network Management Partnership) will start on 1 January 2019 for a 15 month pilot period.

2.2 In practice this means that Dundee City Council will take a lead role for UTC / Roads Signals, and Perth & Kinross Council will lead for NRSWA. Staff involved will not have to transfer to a new organisation, or move to a different workplace location, as they will be still employed by their sovereign Council. The key difference is the shared leadership and delivery of best practice that this more formalised partnership approach offers.

2.3 Subject to Committee approval, the pilot will be operated under the terms of a Partnering Agreement (see Appendix 1).

2.4 A staff and stakeholder engagement plan has been prepared by the working group to guide support for the implementation of this initiative.

2.5 Prior to the conclusion of the 15 month trial, a further report will be submitted to Committee, to evaluate the pilot, and (depending on the outcome) seek either approval to continue the partnerships or to discontinue the shared service.

3. CONCLUSION AND RECOMMENDATION

3.1 This proposal represents an opportunity to test the collaboration potential for a part of the Council's activities, to provide capacity and resilience for important services which the public rely on daily. It also demonstrates the three Councils' commitment to delivering on collaborative working to meet the expectations of the National Roads Maintenance Review and the Accounts Commissions recommendations.

3.2 It is recommended that the Committee:

- i) approves the 15 month pilot for the Tayside Network Management partnership.
- ii) requests that the Depute Director (Housing and Environment) brings a further report to Committee with the outcome of the pilot.

Author

| Name | Designation | Contact Details |
|----------------|--|--|
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Approved

| Name | Designation | Date |
|----------------|---|-----------------|
| Barbara Renton | Executive Director (Housing & Environment) | 29 October 2018 |

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

| Strategic Implications | Yes / None |
|---|-------------------|
| Community Plan | Yes |
| Corporate Plan | Yes |
| Resource Implications | |
| Financial | No |
| Workforce | No |
| Asset Management (land, property, IST) | No |
| Assessments | |
| Equality Impact Assessment | Yes |
| Strategic Environmental Assessment | No |
| Sustainability (community, economic, environmental) | No |
| Legal and Governance | Yes |
| Risk | Yes |
| Consultation | |
| Internal | Yes |
| External | Yes |
| Communication | |
| Communications Plan | Yes |

1. Strategic Implications

Community Plan/ Corporate Plan

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan / Corporate Plan in terms of the following priority:

- Creating a safe and sustainable place for future generations

2. Resource Implications

Financial

- 2.1 Councils will still retain control of their own budgets in this partnering agreement.

Workforce

- 2.2 No implications. Staff will retain their same employment status, terms and conditions.

Asset Management (land, property, IT)

- 2.3 No implications at this stage. Future developments may include sharing of systems for more efficient operation.

3. Assessments

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.5 No implications.

Legal and Governance

- 3.6 The Head of Legal and Governance has been consulted on the proposals.

Risk

- 3.7 The risks have been assessed as part of the review process.

4. Consultation

Internal

- 4.1 The Head of Legal and Governance, the Head of Finance and the Head of Democratic Services have been consulted in the preparation of this report.

External

- 4.2 The contents of this report have been prepared jointly with Angus and Dundee City Council representatives.

5. Communication

- 5.1 A communications plan has been developed as part of this review.

2. BACKGROUND PAPERS

- 2.1 Collaborative Working with Other Councils – Strategic Policy & Resources Committee, 20 April 2016 (Report No. 16/187 refers).

3. APPENDICES

- 3.1 Appendix 1 – Draft Partnering Agreement