

ANGUS COUNCIL**ROADS COMMITTEE****11 JUNE 1998****BEST VALUE - SERVICE REVIEW PROGRAMME****REPORT BY THE DIRECTOR OF ROADS****ABSTRACT**

This report presents the proposed programme of Service Reviews encompassing all Roads Department activities which has been incorporated in the Council's Implementation Plan which is to be submitted to the Scottish Office as part of the Best Value process.

1 RECOMMENDATION

It is recommended that the Committee agree to note the contents of this report.

2 INTRODUCTION

The Policy and Resources Committee of 12 May 1998 approved the service review schedule for all departments of the Council as part of the Implementation Plan to be submitted to the Scottish Office as part of the Best Value process. The Committee were advised that detailed reports on the Departmental review plans would be submitted to the next round of Committee meetings.

3 DETAILS

3.1 The Service Review Process

An integral part of Angus Council's Best Value Implementation Plan is a commitment to undertake a review of all services over a five year period. Each service review will be conducted in line with the following principles:

- specify service standards and processes which meet the needs of service users
- identify relevant benchmarks/comparators
- assess whether the current service provider is a good, average or poor performer
- establish improvement goals if service provider is below acceptable level
- if current service provider cannot achieve goals review delivery options
- implement preferred service delivery option
- establish ongoing performance monitoring and review of service provider

It is acknowledged that the outcome of the process may be a radical change to the way in which the service is delivered bearing in mind that services can be provided:-

- directly by an in-house provider
- by external providers
- through partnership arrangements

Rigorous application of the above approach will enable the Council to determine which option is the most appropriate for improving service delivery in terms of cost, quality, and user satisfaction and be able to demonstrate that it has made the best choice.

3.2 Principles for Prioritisation

In developing a programme of service reviews for the Roads Department's functions the Director of Roads gave priority to those services:-

- which are provided directly to the public
- which are regarded as core
- where there is a clearly developed customer/client base
- where specifications already exist
- which are already the subject of assessment by performance indicator/benchmarking or other comparator
- which have already been subject to the CCT process

3.3 Sub-division of Roads Department Services/Activities/Functions

The service review process is lengthy, time-consuming and will place considerable demands on the staff directly involved in the process. It was therefore necessary to divide the many and varied activities carried out by the Roads Department into a manageable number of service reviews to ensure that every service/activity/function within the Department would be subject to the review process as part of a balanced programme within the required five year overall timescale, and to retain viable "packages" for alternative service delivery options depending on the outcome of the service reviews.

The Department's activities and functions were therefore sub-divided into nine discrete service headings:-

- Routine/cyclic/Winter Maintenance
- Traffic Management
- Consultancy Services
- Lighting Maintenance
- New Lighting
- Statutory Duties

- Development Control
- Financial Support Services
- Clerical Support Services

The last two services (Financial and Clerical Support Services) were identified as possible “joint reviews” which could be carried out in conjunction with other departments or at a corporate level. These are not front-line services but are Departmental Support Services (financial monitoring, word processing, office administration, etc) which are probably common to all departments to a greater or lesser extent and which may therefore lend themselves to service reviews at a more corporate level rather than individual service reviews within each department.

3.4 Service Review Programme

Applying the criteria for prioritisation outlined in Section 3.2 above resulted in the Roads Department Programme of Service Reviews shown in Appendix 1. Ten months have been allowed for each service review avoiding the months of March and April which, from experience, are always peaks in the normal workload cycle due to the turnover of financial year accounts and programmes. These start/finish dates are in any case provisional at this stage and will be reviewed in the light of experience gained during the first of these service reviews. It is also clear that the whole process would benefit from a co-ordinated approach at both a corporate level and at a benchmarking family level particularly with regard to customer/citizen focus and benchmarking. These external constraints may therefore also force a review of the proposed programme.

3.5 Coverage of Service Reviews

To better define the make-up of the nine service reviews the individual activities and functions covered by each heading are listed in Appendix 2.

4 FINANCIAL IMPLICATIONS

The financial implications cannot be quantified at this stage however there are clearly likely to be additional burdens in terms of both the methodology to be adopted and requests for improved quality of service delivery.

5 CONSULTATION

The Chief Executive, the Director of Law and Administration and the Director of Finance have been consulted in the preparation of this Report.

Dr Bob McLellan
DIRECTOR OF ROADS

NOTE

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report:-

Report No 504/98 - Best Value - Policy and Resources Committee - 12 May 1998.

RWM/JSG
22 May 1998
REPORTS/best.value

**SERVICE REVIEW PROGRAMME
ROADS DEPARTMENT**

Area for Review	Date of Start (Month/Year)	Anticipated Finish Date
Lighting Maintenance	May 1998	February 1999
Development Control	May 1999	February 2000
New Lighting	May 1999	February 2000
Traffic Management	May 2000	February 2001
Consultancy Services	May 2000	February 2001
Routine/Cyclic/Winter Maintenance	May 2001	February 2002
*Financial Support Services	May 2001	February 2002
Statutory Duties	May 2002	February 2003
*Clerical Support Services	May 2002	February 2003

*Service which might be reviewed at a more corporate level.

BEST VALUE - SERVICE REVIEW PROGRAMME**ACTIVITIES AND FUNCTIONS INCLUDED UNDER SERVICE REVIEW HEADINGS****1) Lighting Maintenance**

Street Lighting Maintenance
 Scottish Hydro-Electric Conversions
 Night Scouting
 Maintenance of Illuminated Traffic Signs and Bollards
 Local Maintenance of Traffic Signals and Pedestrian Crossings

2) Development Control

Construction Consents
 Development Control
 Street Naming and Numbering

3) New Lighting

Street Lighting Design
 Lighting layouts for new road schemes
 Lighting design and checking service for private developments

4) Traffic Management

Forward Planning (including scheme evaluation)
 Road Safety
 Traffic Management
 Car Parking
 Traffic Calming
 Traffic Signals and Urban Traffic Control
 Traffic Monitoring
 Provision of Pedestrian Crossings
 Facilities for Disabled Persons
 Provision for Cyclists

5) Consultancy Services

Structural Maintenance
 Management and Maintenance of Trunk Roads
 Repairs to Unadopted Roads
 Construction of New Roads (Capital Works)
 Noise Assessment
 Topographical Surveys
 Feasibility Studies
 Ground Investigations
 Bridge Assessments
 Bridge Strengthening
 Bridge Design
 Property/Structural Design
 Structural Inspections
 Road Design

Environmental Improvements
 Safety Fencing
 Supervision of Works
 Coastal Protection Works
 Flood Prevention Schemes
 Arbroath Harbour Mastering

6) **Routine/Cyclic/Winter Maintenance**

Cyclic and Routine Maintenance
 Winter Maintenance
 Maintenance of Street Name Plates

7) **Financial Support Services**

Budget Preparation and Expenditure Monitoring
 Computer Systems
 Financial Administration
 Land Management
 Business Planning
 Quality Assurance System Management

8) **Statutory Duties**

List of Public Roads
 Co-ordination of Roadworks and Network Management
 Classification of Roads
 Maintenance of Bridge Register
 Road Inspections
 Bridge Inspections
 Technical Approval of Structures
 Safety at Sportsgrounds
 Roads (Scotland) Act
 Road Traffic Regulation Act
 Road Traffic Act
 New Roads and Streetworks Act
 Flood Prevention and Land Drainage (Scotland) Act
 Reservoirs Act
 Coast Protection Act
 Civic Government (Scotland) Act
 Town and Country Planning Act
 Goods Vehicles (Licensing of Operators) Act
 Health and Safety at Work Act
 Electricity at Work Regulations
 Property Enquiries
 Emergency Planning
 Democratic Support

9) **Clerical Support Services**

Third Party Claims Administration
 CLARENCE/Customer Care
 Word Processing
 Time Recording Systems
 Office Management