

SCOTS Business Plan 2017/18



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Foreword

Test for SCOTS Business Plan 2017/18

Significant challenges face Scotland over the next five years. As a country, the economy is recovering following a period of recession; however, we still face significant constraints on public spending with the pressure on roads and transportation budgets expected to tighten significantly further over the coming years.

A core objective of Scottish Government is to grow the economy and this is reflected across the corporate plans of most Scottish councils. Economic growth will come from both traditional and innovative industry across Scotland but significantly, also through tourism.

The decision nationally to break from Europe will have a significant bearing on how economic growth is approached and I anticipate significant discussion on this issue over the next two years as the term of a negotiated exit hopefully become clearer.

Fundamental to the success of Scotland and reflective of its peripheral location to Europe will be connectivity. Transportation links by air, rail and road will be fundamental with regard to supporting continued economic growth and economic prosperity. Studies are increasingly linking connectivity with economic success and it is evident that poor connectivity hinders existing commerce.

The importance of transportation is clearly seen through the emergence of “City Deal Projects” across Scotland. The Clyde Valley City Deal Project alone proposes £1.13bn of investment primarily in transport infrastructure. City Deals quantify the correlation between transport investment and increased jobs and prosperity. Similar City Deals continue to emerge across Scotland offering a generational opportunity for improvement.

The delivery of an efficient transportation and roads system across Scotland has been at the heart of SCOTS activities for many years. Work throughout SCOTS has facilitated collaboration amongst councils and Regional Transport Partnerships with regard to both planning and maintenance of roads and transportation schemes. SCOTS has ensured a consistency and robustness of technical approach across Scottish councils. A good example of this is the agreement on a single development guide for Scotland.

SCOTS continues to have an important and influential voice with regard to the future direction of transportation planning, roads maintenance and management. In this respect, the role of SCOTS in the Roads Collaboration Programme has been significant and provided sound advice to support political decision making and understanding.

Looking forward the key priorities over the next five years will be sustaining and developing a role which supports economic growth and promotes the importance of transport connectivity. SCOTS will continue to engage in collaboration discussions and facilitate the development of more efficient models for the delivery of roads management and maintenance which is considered essential to underpin the resilience of professional services

going forward. We also recognise, however, that more collaboration is not a panacea to the significant maintenance backlogs which exist.

A key role will be identifying and demonstrating the links between investment in roads with the much wider agenda across central and local government. Well-maintained roads and footpaths underpin every facet of life and this needs to be recognised in the development of wider strategies and setting of priorities.

This business plan seeks to capture some of these issues and presents our actions and outcomes over the next few years.

Gordon Mackay
Chair of SCOTS

1. Introduction

The Society of Chief Officers of Transportation in Scotland (SCOTS) is a strategic body of transportation professionals covering Scotland's 32 councils and seven Regional Transport Partnerships, promoting excellence and innovation across the public transportation sector in Scotland. We provide a strategic advocacy role at a national level, whilst working collaboratively across a wide range of technical challenges and initiatives.

SCOTS members, as chief officers in each council, have a key role in managing considerable physical assets, supporting and delivering local sustainable economic growth and opportunity, reducing the carbon footprint of our activities, and improving quality of life. We fully recognise that our work has a significant impact on the nation's future wellbeing.

We have a clear understanding of the opportunities and barriers facing our communities, and the role that efficient and appropriate transportation has on local and national quality of life. As well as providing advice and technical expertise to local government associations, we engage directly with Scottish Government and senior civil servants on transport-related policy development and initiatives, representing public sector interests across the roads and transportation sector.

Although our members are predominantly from Scottish local authorities, we are closely affiliated with the Association of Directors of Environment Economy Planning and Transport (ADEPT), County Surveyors Society Wales, the Northern Ireland Road Service and the Heads of Planning Scotland (HoPS).

We regularly provide expert advice, and contributions to Scottish Government committees, investigations and programmes, for example the Roads Collaboration Programme, the Roads Stakeholder Group, the Strategic Action Group (SAG), the ICE Municipals' Group and UK Roads Research Board.

Through an outcome-focused approach, we aim to create strategic links to other sectors, developing new alliances and partnerships within our communities, and identifying new ways to fund and manage the roads assets.

OUR VISION

"A connected, inclusive and sustainable Scotland, delivered and supported by excellent transport infrastructure and dedicated, motivated and innovative transportation professionals"

Our Mission Statement:

“SCOTS contributes to, and supports, economic, social and health priorities across Scotland through development and co-ordination of roads and transportation policy, promotion of managerial and technical excellence and the sharing of knowledge”

This Business Plan seeks to be informative to SCOTS members and to others out with the society. It is focused around the following organisational objectives:

- Promote the role of transportation in achieving local and national priorities and outcomes
- Develop a greater understanding of the transportation needs in our communities
- Encourage excellence in infrastructure management, development and delivery through collaboration and knowledge sharing
- Implement a culture of continuous improvement
- Provide professional and technical advocacy
- Promote co-ordination and consistency across transportation and the environment

2. Strategic Context

These objectives will be delivered through outcome-driven prioritised actions, focused on the Scottish Government's national priorities, and recognising the priorities and themes of national strategic documents including Scotland's Economic Strategy, the National Planning Framework 3, the National Transport Strategy and National Road Safety Plan.



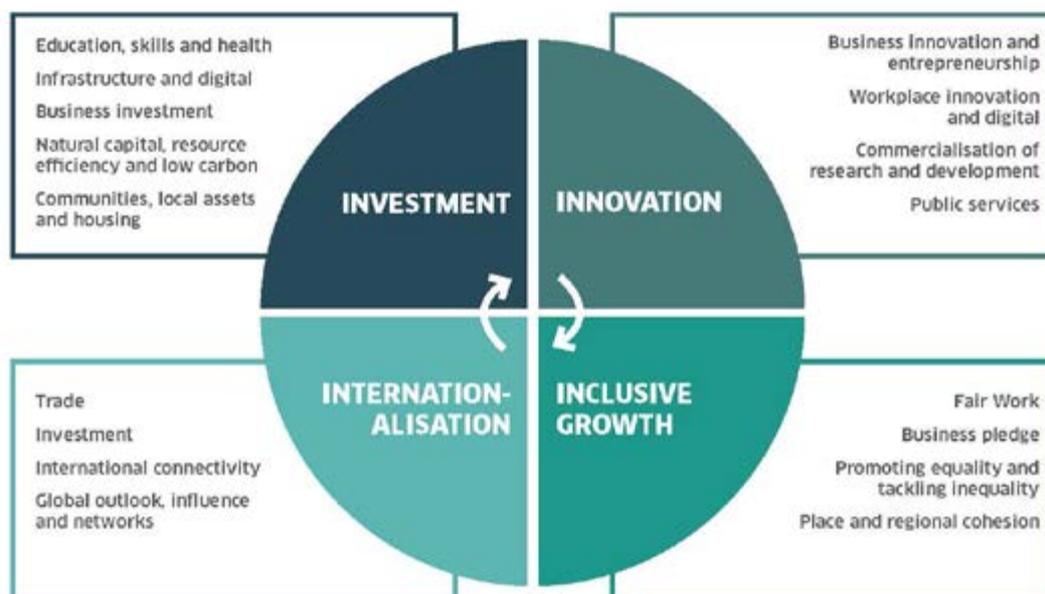
Scotland's Economic Strategy sets out an overarching framework for how the Scottish Government aims to achieve a more productive, cohesive and fairer Scotland.

It forms the strategic plan for existing and all future Scottish Government policy.

It prioritises boosting investment and innovation, supporting inclusive growth and maintaining a focus on increasing internationalisation.

The approach to delivering the Strategy is underpinned by four priorities for sustainable growth:

- Investing in our people and our infrastructure in a sustainable way
- Fostering a culture of innovation and research and development
- Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion
- Promoting Scotland on the international stage to boost our trade and investment, influence and networks



Investment – whether in people, infrastructure or businesses – is key to driving long-term improvements in competitiveness and in creating opportunities for everyone in society to benefit from these improvements.

Investment in infrastructure is vital for delivering high-valued public services, boosting connectivity and enabling businesses, households and communities to take advantage of the digital age.



The National Planning Framework 3 (NPF3) is the spatial expression of the government Economic Strategy, and the government plans for infrastructure investment. NPF3 sets out an ambitious agenda to secure investment in Scotland's unique assets.

NPF3 brings together plans and strategies in economic development, regeneration, energy, environment, climate change, transport and digital infrastructure to provide a coherent vision of how Scotland should evolve over the next 20 to 30 years. In turn, this vision will help to inform future policies and prioritise investment decisions.

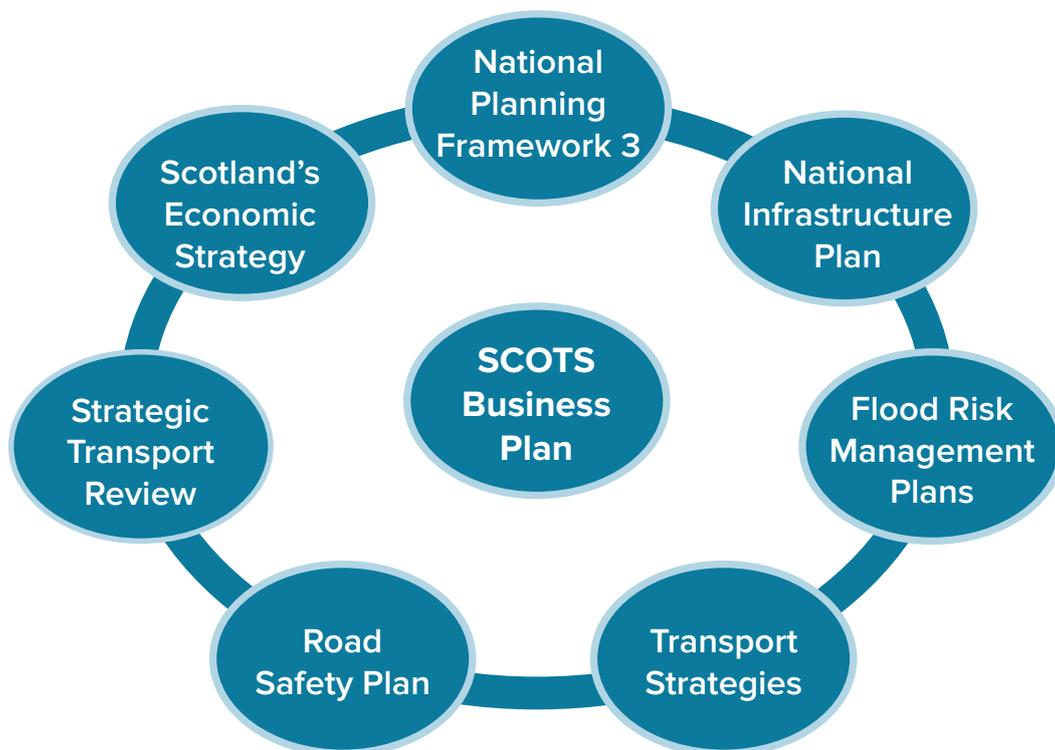
The successful delivery of NPF3 will require an integrated approach from all involved in infrastructure planning, development and implementation. SCOTS will have a key role in this, to represent the transportation sector.

NPF3 Vision

- **a successful, sustainable place.** We have a growing low carbon economy which provides opportunities that are more fairly distributed between, and within, all our communities. We live in high quality, vibrant and sustainable places with enough, good quality homes.
- **a low carbon place.** We have seized the opportunities arising from our ambition to be a world leader in low carbon energy generation, both onshore and offshore. Our built environment is more energy efficient and produces less waste and we have largely decarbonised our travel.
- **a natural, resilient place.** Natural and cultural assets are respected, they are improving in condition and represent a sustainable economic, environmental and social resource for the nation. Our environment and infrastructure have become more resilient to the impacts of climate change.
- **a connected place.** The whole country has access to high-speed fixed and mobile digital networks. We make better use of our existing infrastructure, and have improved internal and international transport links to facilitate our ambition for growth and our commitment to an inclusive society.

A focus on national strategic outcomes and alignment with Scotland's Economic Strategy will allow SCOTS to work in partnership with a range of other organisations and sectors, to fully integrate transportation into the long term strategic decision-making framework of Scotland and the wider UK.

This business plan links to a number of strategic national strategies and plans. These provide the direction for long-term planning and management of the roads and transportation infrastructure in Scotland.



3. Communication and Governance

SCOTS have a significant need for effective communication, both within and out with the society. It is the responsibility of all SCOTS members and representatives to communicate essential information and data, using appropriate formats and within necessary timescales. This must ensure that information and messaging achieve the objectives of SCOTS.

Communication occurs at many levels within the society, but will be coordinated by the Strategic Issues Group.

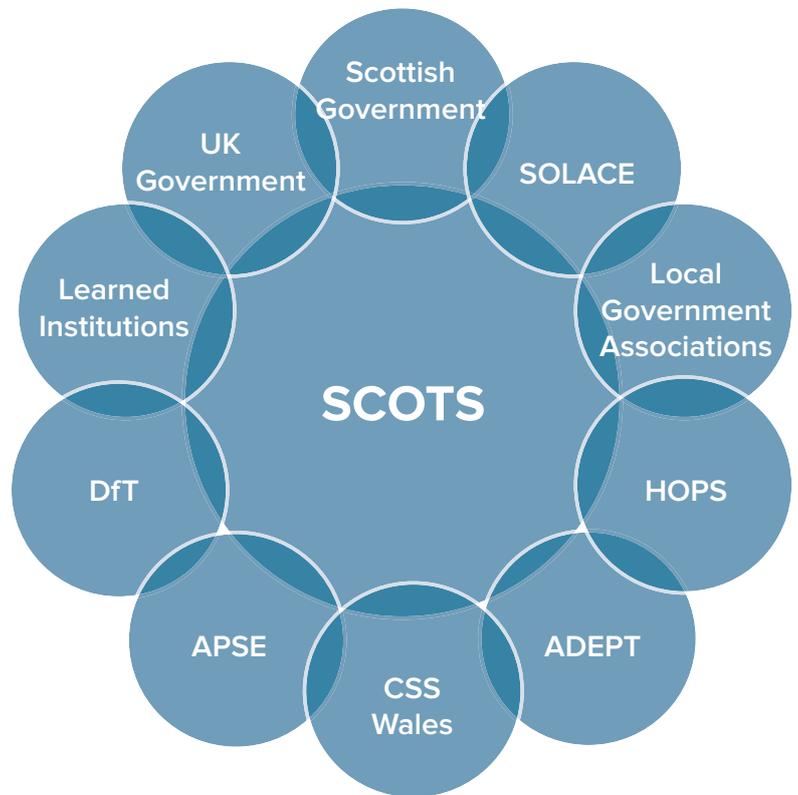
The Executive Committee oversees the strategic direction of the society and scrutinises the information provided to them by the Liaison Committee. Reports come to the Executive Committee by exception or by success. This will allow risk to be managed and success to be acknowledged and celebrated. The Executive Committee filters strategic priorities based on direction from the Scottish Government, stakeholders, members, local government associations etc and its own horizon scanning, so that the Liaison Committee can, in turn, determine what activity should take place and decide on the most effective sub/working group to take actions forward.

The Executive Committee will provide assurance to elected members, local government associations, Scottish Government, and other key stakeholders that SCOTS is adding value by supporting and informing the provision of high quality, efficient and cost effective transportation services and providing advice by and to its members and their authorities.

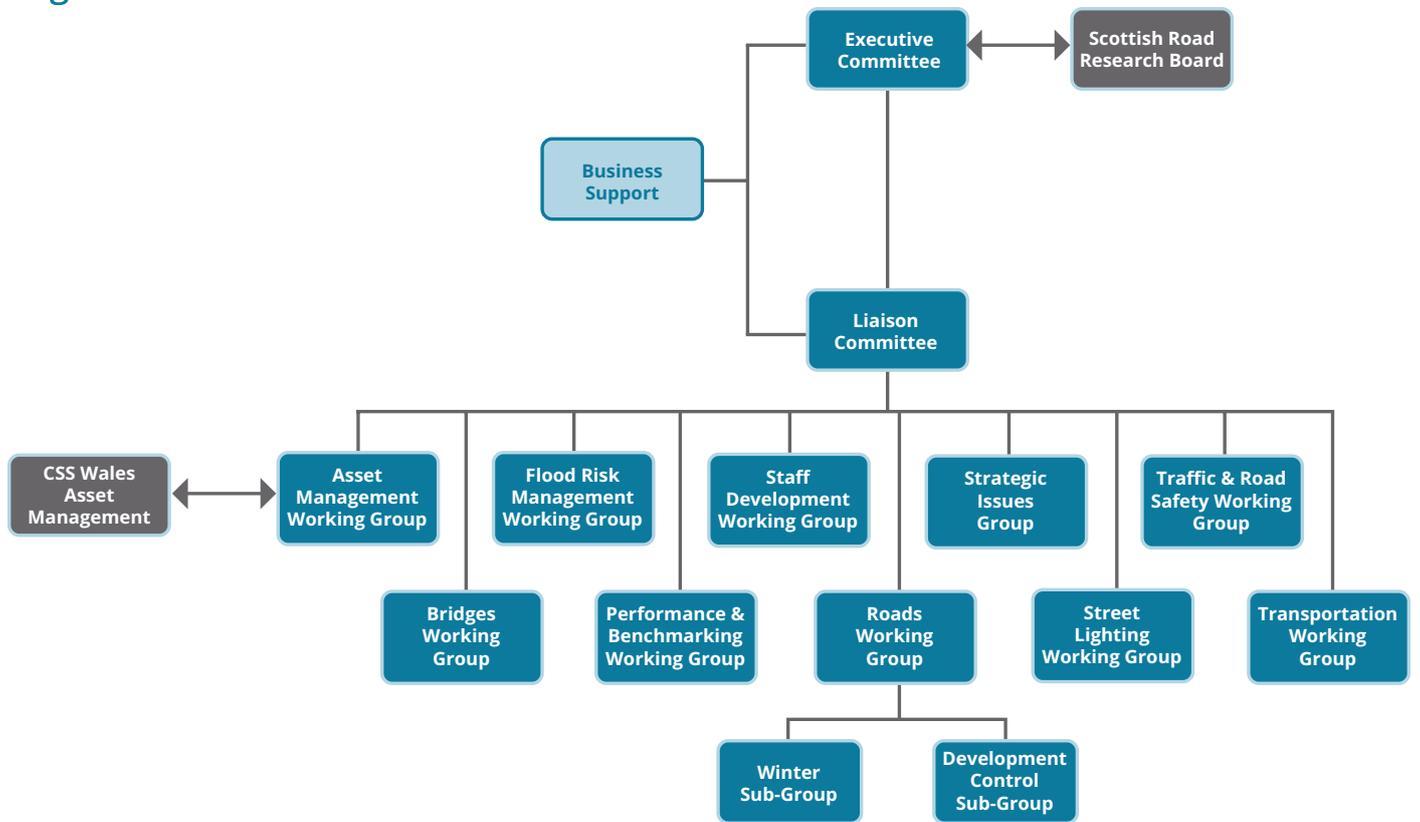
The Liaison Committee analyses the outputs, benefits and performance of the business delivery activity, and reports to the Executive Committee to assure them that key priorities and deliverables are being taken forward effectively, in a timely fashion and without risk.

The Liaison Committee, based on strategic direction and information being fed down from the Executive Committee, decides on the nature of the business the working groups require to focus their efforts on and ensures that working groups consider sustainability issues through all areas of work, as well as providing a 'horizon scanning' function bringing emerging issues to SCOTS attention.

The working groups "do" the work of developing and delivering key business requirements, the required outcomes and the actions which will achieve them.



Organisational Chart



4. Roles and Remits

Executive Committee

The Executive Committee is responsible for setting and driving overall strategic direction and providing leadership in achieving the Society's over-arching strategic and operational goals. Its remit is to:

- review and approve the annual business plan, including the budget, for the society and to ensure/oversee its delivery
- make recommendations concerning matters of policy
- consider the actions and recommendations of the Liaison Committee in so far as they affect strategic direction and policy
- review the membership, workload and effectiveness of the Liaison Committee and working groups
- provide strategic input and leadership into the Roads Collaboration Programme and Roads Stakeholder Group
- provide leadership to the public relations of the society
- provide all communication and liaison with Scottish ministers, the Scottish Government, other government departments and agencies, local government associations and other organisations with a common interest in transportation
- undertake strategic liaison with other relevant bodies, including ADEPT; HoPS; local government associations, DfT and APSE

Formal membership of the Executive Committee will be confined to SCOTS members; invited members will not have voting rights.

Liaison Committee

The Liaison Committee comprises the chairs of the society's working groups together with a secretary, chair and vice chair – the latter two being members and, ex officio, members of the Executive Committee.

The committee will:

- develop and deliver the society's strategic annual business plan and provide regular updates on progress
- co-ordinate and report on the business undertaken by the society's working groups
- make recommendations to the Executive Committee concerning matters of policy
- manage liaison with national working groups

Business support

A business support resource will:

- support the Executive and Liaison Committees
- provide support for the development, co-ordination and implementation of the business plan
- support the performance management arrangements across all groups
- organise events and seminars for SCOTS as appropriate
- deliver effective business arrangements for the society
- support the maintenance of the SCOTS website
- support the Communications Group

Working Groups

The Executive Committee may set up working groups where it requires advice on special issues and when it would be appropriate for the matter not to be dealt with by the Liaison Committee. These working groups comprise representative practitioners, not necessarily members of SCOTS, but who are expert in the field of work being considered.

Where appropriate, each working group will be chaired by a member of SCOTS. The working group chair has the authority to co-opt members for special purposes and to invite to the meetings of the Executive Committee any person considered appropriate to help with the discussions on a particular item.

Working group meetings will facilitate collaborations and seek to deliver a consistent approach to practice and specification across their service areas all across Scotland. The remits and roles of each current working group are shown below:

a. Strategic Issues Group

- Overview Option 30 of the National Roads Maintenance Review and provide advice to the Liaison Committee/Executive Committee to facilitate a SCOTS 'position' on this issue
- Engage with the Roads Collaboration Board, Roads Collaboration Programme and Roads Stakeholder Group (participate in working groups as appropriate) and provide advice on service collaborations
- Research and advise on service collaborations across local government to inform SCOTS members and facilitate SCOTS engagement with transformation programmes
- Establish and develop an annual communications programme for SCOTS
- Co-ordinate and review press-releases for approval by the Executive

- Ensure the website is sufficiently developed and maintained
- Manage SCOTS social media activity

2017/18 Outcome

- ▶ The Society is well informed and fully engaged with the National Road Maintenance Review

b. Asset Management Group

- Further develop and refine the Roads Asset Management Plans of all 32 councils
- Further develop asset management framework and reporting tools
- Improve understanding of public perception of road condition
- Provide support to councils to maximise effectiveness of existing funding for maintenance
- Engage with Transport Scotland to develop opportunities to align asset management practice, data collection and reporting across the local and trunk networks.

2017/18 Outcomes

- ▶ Secure RAMPS for all councils to a consistent level
- ▶ Efficiencies across Scottish councils will be demonstrated, which will maximise effectiveness of existing funding
- ▶ Opportunities for sharing knowledge and practice between local and trunk networks will be developed

c. Bridges Group

- Improve the acquisition and exchange of knowledge and good practice in the management, design, construction, repair and maintenance of transport infrastructure (bridges, road tunnels, retaining walls and harbour structures)
- Continue to develop a common bridges asset management framework across Scotland
- Maintain links with other organisations and agencies including Highways Agency/ADEPT and so on

2017/18 Outcomes

- ▶ All Scottish councils have a consistent knowledge of, and approach to, bridge and structural maintenance
- ▶ Bridges asset management will be fully developed with councils' wider RAMPs

d. Flood Risk Management Group

- Work with partners to reduce overall flood risk sustainably in a plan-led and risk-based way by finalising and implementing Flood Risk Management Plans and Surface Water Management Plans including funding arrangements to support implementation
- Listen and share knowledge and good practice in flood risk management and influence partner organisations
- Support councils in resourcing their flood risk and coast protection functions
- Engage with Transport Scotland and their operating companies to more closely align network resilience and adaptation plans

2017/18 Outcomes

- ▶ Deliver on the flood risk management plans for the first Flood Risk Management Planning cycle
- ▶ More consistent approaches and service sharing opportunities
- ▶ Reduction in overall flood risk across Scotland

e. Performance and Benchmarking Group

- Provide performance information pan-Scotland to assist councils with benchmarking and evaluation of service effectiveness
- Facilitate comparisons of operational costs and rates between councils and the private sector
- Consider the output from the NRMR and provide guidance on optimum models for service sharing etc.

2017/18 Outcomes

- ▶ Demonstrate robust benchmarking across all councils
- ▶ Provide evidence that best value is being achieved

f. Research and Staff Development Group

- Contribute to the Scottish Road Research Board
- Strategically manage research projects being taken forward by SCOTS
- Participate in the work of the Roads Maintenance Stakeholder Group and Roads Collaboration Programme
- Facilitate appropriate training events for all Scottish councils' and Transport Scotland staff, e.g., the 4-day training modules
- Develop a generic SCOTS accredited training scheme for technicians and engineers
- Participate in Scottish Roads Research Board

2017/18 Outcomes

- ▶ Plan and deliver the SCOTS annual training module
- ▶ Develop a generic accredited training scheme

g. Roads Group

- Discuss and develop codes of practice/standards/draft legislation/consultation documents in conjunction with Transport Scotland, UK Roads Board, Roads Works Development Group
- Identify and disseminate best practice on national guidance and consultations
- Manage annual winter survey, inform on best practice in winter service and support Scottish Salt Group
- Work towards integrated master planning approach between planning and roads
- Liaison with ADEPT and other national agencies
- Contribute to the work of the Road Works Policy Development Group
- Consider opportunities for efficiencies in procurement and shared services between local authorities and with the trunk road network

2017/18 Outcomes

- ▶ Adoption by all councils of the national Roads Development Guidelines
- ▶ Delivery of a consistent approach to winter service across Scottish councils
- ▶ All councils have increased knowledge and technical awareness of road network management

h. Street Lighting Group

- Improve data collection and performance information consistent for all councils
- Consider opportunities for efficiencies in design, specification, procurement and collaborations
- Consider alternative funding opportunities for street lighting
- Develop a financial energy management framework tool

2017/18 Outcomes

- ▶ All councils have an informed long term strategy for street lighting improvement and maintenance to reduce energy consumption
- ▶ All councils procure services and maintain lighting apparatus consistently

i. Transportation Group

- Develop and implement national policy/priorities on transportation in general, working with Transport Scotland and other professional bodies
- Respond to policy documents and consultations
- Research transport authority approaches to climate change as it effects transport, including traffic growth reduction and links to economic regeneration strategies
- Research links between active travel and health and regeneration strategies
- Consider opportunities for funding strategic infrastructure projects, liaising with Heads of Planning

2017/18 Outcome

- ▶ SCOTS is a well informed and influential organisation with respect to all aspects of transportation policy, planning, regeneration and climate change

j. Traffic and Road Safety Group

- Respond to policy documents and consultations relating to road safety and reduction of accidents and injuries on Scotland's roads
- Monitor and respond to road casualty statistics for Scotland
- Participate in the Road Safety Framework Partnership Board and Operational Group
- Seek opportunities to improve and update knowledge, and to share expertise, across all areas of road safety and traffic management for the whole of Scotland's road network

2017/18 Outcomes

- ▶ All councils have a high level of understanding of road safety and traffic management issues nationally and locally
- ▶ All councils develop and deliver effective road safety initiatives to contribute to achievement of national casualty reduction targets

k. Winter Maintenance Group

- Respond to policy documents on winter maintenance
- Provide best practice on winter maintenance issues
- Manage annual winter survey
- Provide best practice on dealing with flooding issues
- Be involved in the Scottish Salt Group resilience and mutual aid at a strategic level
- Provide improved approach to inform the general public of national events affecting resilience.

2017/18 Outcomes

- ▶ All councils have a high level of understanding of winter maintenance activities
- ▶ All councils develop and deliver effective winter maintenance activities
- ▶ Improved resilience on roads-related issues
- ▶ Improved information provision on roads-related issues

5. Progress and Achievements

Robust performance management is at the core of society business. Each committee and group maintains individual action plans focused on delivery of their group's priorities.

These action plans play a pivotal role in the society's overall performance management framework. They are the link documents by which each working group can show the key actions that they are taking forward and demonstrate progress and achievements.

Each group, twice per year, will report to the Executive, providing an overview of performance across their areas of work in relation to the stated annual outcomes, highlighting all achievements. Reports will also be provided annually to the SCOTS Annual General Meeting.