

AYRSHIRE SHARED SERVICE JOINT COMMITTEE

07 March 2025

Report by the Head of Roads - Ayrshire Roads Alliance

**AYRSHIRE ROADS ALLIANCE
IMPROVEMENT ACTION PLAN**

PURPOSE OF REPORT

1. The purpose of this Report is to advise the Joint Committee on the management of the Improvement Action Plan by the Ayrshire Roads Alliance.

RECOMMENDATIONS

2. **It is recommended that the Joint Committee:**
 - i. **Notes the Improvement Action Plan presented in this report;**
 - ii. **Notes the Improvement Action Plan presented in this report for Fleet Management East Ayrshire Only.**
 - iii. **Continues to receive updates on progress; and**
 - iii. **Otherwise, notes the content of the report.**

BACKGROUND

3. The purpose of the report is to provide regular updates on the Improvement Action Plan. This ensures that the actions are monitored and scrutinised at a minimum of a quarterly basis and is contained in Appendix 1.

MAIN REPORT/MAIN ISSUES

4. This Improvement Action Plan is collated by the Head of Service and used to:
 - monitor the progress in meeting the Ayrshire Roads Alliance's objectives;
 - help managers to continually review the actions and progress to date; and
 - identify any risk / problem areas that need addressed regarding the Improvement Action Plan.
5. Ayrshire Roads Alliance Traffic Signal Permits module has been successfully deployed providing a full end to end digital process from application form to issuing permits to contractors for both authority areas. This has enabled the process to be simplified reducing Officers time with savings recognised.

6. As previous reported at the last joint committee, the module to manage external works Ayrshire Roads Alliance undertakes for other services is at the final stages of development and is projected to be implemented March 2025.
7. The SAC AGD Roads Infrastructure Project has been on hold since July 2024, a paper was submitted to Council at a special meeting held on the 6th February by the Director of Communities & Transformation. Members approved changes to the delivery of the AGD including the Roads Infrastructure Project and ARA are currently working with the Director of Housing, Operations & Development to implement these changes, further updates will be submitted in due course.
8. In respect of our Public EV Charging, work continues on the tender documentation for the pan Ayrshire concession contract. The Single Procurement Document (SPD) is set to be issued February 2025 followed by evaluation in March and Contract award September 2025.
9. EV charging tariff has been implemented in all three Ayrshires as of 1st January 2025 following Cabinet approvals.
10. Following approval of Ayrshire Roads Alliance Pavement Parking Enforcement papers by both Cabinets in January 2024, the street assessment process has been completed and papers have been submitted to respective Cabinets for approval to commence the Exemption Order making process and the work required to reconfigure back office processes in support of the commencement of enforcement. A phased approach to the commencement of enforcement will commence in April 2025.
11. SAC received a limited amount of funding to progress its active travel programme in 2024/25, work is currently being undertaken to progress the projects where funding was awarded and multiple applications for funding have been submitted to both Sustrans and ATIF for 2025/26. A separate Active Travel Update and Accessible Ayr update paper will be submitted to the Cabinet which will provide more detail on these projects.

IMPLICATIONS

12.

Implications	Yes	No	Paragraph number in report
1. Policy/Strategic Planning	Yes		13&14
2. Governance	Yes		15
3. Human Resources		No	16
4. Equality and Fairer Scotland Duty	Yes		17
5. Financial	Yes		18
6. Risk	Yes		19

7. Community Wealth Building	Yes		20
8. Net Zero	Yes		21

POLICY/STRATEGIC PLANNING IMPLICATIONS

13. A well-maintained road network will contribute to achieving the 2015-2030 Community Plan objectives and associated 2021-2024 Delivery Plans.
14. The matters referred to in this report contribute to Priority 1 of the South Ayrshire Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1).

GOVERNANCE IMPLICATIONS

15. The Improvement Action Plan is a management tool and this will not replace the existing statutory returns for risk and performance related information.

HUMAN RESOURCES IMPLICATIONS

16. The Improvement Action Plan has no direct impact on human resources.

EQUALITY IMPACT AND FAIRER SCOTLAND DUTY IMPLICATIONS

17. The Improvement Action Plan complements the Equality Impact Assessment by ensuring that any issues arising are adequately prioritised, managed and either eliminated or mitigated.

FINANCIAL IMPLICATIONS

18. The Improvement Action Plan facilitates the existing scrutiny arrangements to manage, prioritise, and review the budget provided by East Ayrshire Council and South Ayrshire Council to the Ayrshire Roads Alliance

RISK IMPLICATIONS

19. The Improvement Action Plan assists in the prioritisation of risks that need to be mitigated by the Ayrshire Roads Alliance in order to reduce the overall risk to either Council and to comply with the Community Plan/Council Plan in both partner bodies.

COMMUNITY WEALTH BUILDING IMPLICATIONS

20. The Improvement Action Plan supports economic levers to develop resilient, inclusive local economies with more local spend and fair employment, as well as ensuring that wealth is more locally owned and benefits local people.

NET ZERO IMPLICATIONS

21. The Ayrshire Roads Alliance Improvement Action Plan and Carbon Strategy supports and links to East Ayrshire Climate Strategy Themes;

Theme 2: Transport

Theme 4: Natural Environment

BACKGROUND PAPERS

Ayrshire Roads Alliance Service Plan 2023/24

LIST OF APPENDICES

1. Ayrshire Roads Alliance Improvement Action Plan
2. East Ayrshire Council Strategic Priorities 2024/25
3. South Ayrshire Council Strategic Priorities 2024/25
4. Priorities for Transport Services 2024/25

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APPENDIX 1 - AYRSHIRE ROADS ALLIANCE IMPROVEMENT ACTION PLAN 2024/25

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Continue to use the integrated Roads Asset Management Plan across the Ayrshire Roads Alliance.	There is one Asset Plan for the Service delivering a risk based approach for full service delivery	Head of Service	Completed	Document has been presented to Joint committee and will be reviewed annually.
2	Continue to prepare details for developing an integrated Local Transport Strategy.	A Strategy covering both Council areas, which will involve consultation with stakeholders. Information will be gathered to inform the future Local Transport Strategy. Continue to contribute to the Scottish National Transport Strategy, Regional Transport Strategy and Strategic Transport Projects Review work.	Head of Service	Ongoing	The Regional Transport Strategy, through SPT, has just commenced on which the Alliance has Board membership. The Local Strategy will be created as an appendix to the Draft RTS when this is published. Await publication of the STPR2 Delivery programme.
3	Action the Flood Risk Management Plan	Inform the next national cycle of potential flood risk management schemes beyond 2022. Complete schemes and undertake studies.	Head of Service	Complete March 2025	Reports submitted to both Cabinets Early 2023 New Cumnock Flood Defences Complete Flood studies for Doon and River Ayr are complete. Agreed by Cabinet Feb 2024 to not proceed to design Stage for Irvine Valley as no funding available. Cabinet agreed to update IVFS to highlight any potential scheme likely to attract funding.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
4	Improve the condition of the road network.	Improve annual roads survey results which are part of the SRMCS work. Ensure the Alliance undertakes more proactive maintenance.	Head of Service	Site works will be undertaken throughout 2024/25.	Key dependencies are the Road Improvement Plans approved by the relevant Committees in East Ayrshire and South Ayrshire in spring 2024. Progress is provided to members, and relevant Committees.
5	Ensure the road network remains safe through raising awareness and improving road safety through education, engineering and enforcement.	Reduce road accidents in line with government targets. Provide appropriate traffic management schemes and initiatives.	Strategic Manager Roads and Transportation	March 2025	Scottish Government and SCOTS guidance is used. A key dependency is the Road Improvement Plans which are presented to Cabinet each year.
6	Improve the condition of the bridge stock.	Improve bridge condition index. Reduce the number of weight restricted bridges. Complete all general, special and principal bridge inspections.	Strategic Manager Roads and Transportation	March 2025	Through the Road Asset Management Plan. Key dependencies are Road Improvement programmes approved by Committees in East Ayrshire and South Ayrshire in spring 2024. Deliver the capital and revenue programmes.
7	Manage and improve the street lighting asset and install energy efficient lighting schemes.	Maintain high standard of fixing dark street lights. Complete the LED lighting replacement programme in both East Ayrshire and South Ayrshire.	Head of Service	October 2025	Through the Road Asset Management Plan, with additional funding being provided to commence the LED programme. At present performance is 95% of street lights are now LED in EAC; and 100% in SAC. On target for completion within timescales.
8	Maximise and deliver externally funded sources of work	Identify external funding sources and deliver work on time and on budget. Improve infrastructure; and contribute to improving the condition of the network.	Head of Service	Works will be undertaken throughout 2024/25.	External sources, including Timber Transport, Transport Scotland Active Travel Tier 1 and Tier 2 Funding, Sustrans Places for Everyone & Active Travel Infrastructure Fund, Scottish Government Bridge Fund.SFT

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
9	Implementation of Parking Strategy	Develop	Head of Service	Ongoing through 2024/25	Amendments to TRO's, lining, signing and residential parking permits and implementing an improved process using digital technology
10	Prepare Service Plan	Publish	Head of Service	Annual	East Ayrshire Council Community Plan. South Ayrshire - Local Outcomes Improvement Plan and Local Place Plans. Regular updates will be provided to joint committee.
11	Continue to review insurance costs and insurance issues.	Review current practices to minimise insurance costs.	Head of Service	Complete	Ayrshire Roads Alliance Monthly Insurance Report. There is good dialogue with the Risk & Insurance to ensure our work improves the number of repudiated claims. The number of claims has greatly reduced due to the implementation of the new Code of Practice.
12	Review Depots and Accommodation	Continue to review in 2024/25 from initial work was completed in 2017 as a result of amended working practices.	Head of Service	Complete	Joint Committee Reports of November 2016. Although initial work has been completed we continue to strive to make depot and accommodation cost savings. Further work will continue on this as a result of COVID and the return to office space during 2022/23.
13	Review vehicle and plant costs	Continue to review in 2021/22 from initial work that was completed in 2017.	Head of Service	March 2025	The service will continue to review the fleet requirements through the use of utilization reports and improvements to the management of the Vehicle Replacement Plan.
14	Monitor and exercise Business Continuity Plans	Improved resilience.	Business Support Manager	Review and update following	Existing East Ayrshire and South Ayrshire Council plans

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
				Relevant local and national events.	
15	Continue to use the Roads Costing System to its full potential.	Improve service performance from both an on-site and financial perspective.	Business Support Manager	Ongoing	Revised roads costing system was fully operational from November 2018. The system continues to be used to monitor performance and work is ongoing to implement digital timesheets linked to the Roads Costing System.
16	Support and contribute to the Ayrshire Growth Deal	Project Management of Roads Delivery Projects.	Head of Service	Ongoing	Scottish Transport Appraisal Guidance completed and submitted to SAC for approval and onward transmittal to Project Management Office/Scottish Government. Project on-hold awaiting instruction and P/O to progress with Outline Business Case.
17	Regional Transport Strategy	Successfully contribute to the preparation of this work being led by SPT. The Alliance has Board representation.	Head of Service	Complete	SPT documents and existing Regional Transport Strategy
18	Regional Transport Appraisal	Ensure the various projects identified as part of this work are included in the Strategic Transport Projects Review.	Head of Service	Complete	Transport Scotland has published the final STPR2 with delivery programme to be published.
19	National Transport Strategy	East Ayrshire and South Ayrshire Councils contribute to this process to ensure the sustainable transport hierarchy and sustainable investment hierarchy are delivered.	Head of Service	Complete	In recognition of the anticipated increase in Active Travel work, it is proposed that a member of staff is dedicated directly to this work.

20	National Transport Strategy – review of Governance	East Ayrshire and South Ayrshire Councils contribute to this process to ensure that the outcome/output meets the	Head of Service	September 2024	National Transport Strategy
21	Transport (Scotland) Bill – Pavement Parking ban	East Ayrshire and South Ayrshire Councils contribute to this process to ensure a pragmatic approach is taken in delivering the pavement parking ban in both Council areas	Head of Service	Spring 2025	Subject to member approval enforcement planned to be phased in from April 2025.
22	Digital Transformation	Develop modules to deliver an end to end digital process	Business Support Manager	Ongoing	TTRO applications – Implemented TRIPS – Implemented Traffic Signal permits – Implemented Management of external works for EAC & SAC – Development stage

Appendix 2 - East Ayrshire Council Strategic Priorities 2024/25

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Progress and complete the New Cumnock Flood Protection Project	Complete the flood prevention projects at the Leggate and beside the Afton Water. Phases 1 & 2	Head of Service	Complete	East Ayrshire Council and Scottish Government funding. The full Scheme was completed April 2023. Final defects certificate issued August 2024
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Head of Service	March 2025	The studies for the River Ayr and the Doon are now fully complete and options being appraised. The Irvine Valley Flood Study will be updated to identify options for a potential scheme that is more likely to attract funding.
3	Active Travel Strategy	Develop active strategy for travel across South Ayrshire Network and East Ayrshire Network	Head of Service	Ongoing	A full review of active travel provision in East Ayrshire has been undertaken and this will be

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
					presented to the relevant East Ayrshire Council Committees
4	EV Strategy	Develop EV strategy across East Ayrshire Network	Head of Service	Anticipated - March 2025	In process of appointing Consultant to assist with the procurement process
5	Ash Die back Strategy	Develop a risk based strategy for the management of Ash Die Back.	Head of Service	Risk based – Complete Surveys - Ongoing – through 2024/25	Risk based strategy complete. Surveys ongoing issuing 28-day notices to owners with objections received referred to legal services.

Appendix 3 - South Ayrshire Council Strategic Priorities 2024/25

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Implementation of car parking strategy for South Ayrshire.	Complete this work with improved parking provision and management.	Head of Service	Ongoing – through 2024/25	Ayr parking report is being further developed and expanded to include a review of 2 hours free parking and off street parking. Report will be submitted March 25. The Prestwick paper is also finalised and will be submitted March 25. Troon to follow thereafter.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
2	Develop Projects approved from the Flood Risk Management Plan	Progress relevant studies and inform the developing list of schemes for cycle two of the national protection schemes to be delivered from 2022.	Head of Service	Ongoing through 2024/25	<p>Detailed design for Girvan flood scheme did not proceed as no funding was available. Subsequently an all weather pitch constructed on Victory Park compromised the ability to construct the proposed scheme. Information included in SAC Leadership Panel Report 8th March 2023.</p> <p>A Surface Water Management Plan has been developed for Ayr, Prestwick and Dundonald.</p> <p>Troon Coastal Flood Study is ongoing and programmed for completion in November 2024.</p> <p>Pow Burn Prestwick Flood Study has been scoped and Consultant appointment is ongoing</p>
3	Support and contribute to the Ayrshire Growth Deal	Stimulate economic growth and address inclusive growth concerns. Contribute to infrastructure projects which are being developed through the Regional Transport Appraisal work being led by Transport Scotland.	Head of Service	Ongoing – through 2024/25	ARA have submitted a report to SAC and await approval and instruction to proceed to Outline Business Case
4	20mph speed restrictions in villages	Progress with the 20mph speed restrictions in all villages. Maintain engagement with the local communities.	Head of Service	Ongoing – through 2024/25	Phase 1 & 2 complete. Phase 3 design agreed, currently going through statutory Traffic Regulation Order (TRO) consultation process ahead of presentation to SAC Regulatory Panel
5	Anticipated Budget Reductions in 2024/25	Continue to provide a high quality roads service within decreasing available budgets. Includes service re-design work.	Head of Service	March 2025	Reports to various Committees.

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
6	Active Travel Strategy	Review South Ayrshire Active Travel Strategy	Head of Service	Ongoing – through 2024/25	The Active Travel Strategy will be reviewed and discussed with the Active Travel Community Action Group, any amendments will be presented to the Active Travel Member Officer Working Group
7	EV Charging Strategy	Develop further the EV strategy for South Ayrshire Network	Head of Service	Anticipated - March 2025	In process of appointing Consultant to assist with the procurement process
8	Levelling Up Fund	Active Travel bid	Head of Service	Ongoing – through 2024/25	Joint bid with NAC for active travel route Prestwick to Irvine successful, purchase order required to progress with detailed design and subsequent construction.
9	Motorhome Trials	Develop Campervan sites along the coastline.	Head of Service	Ongoing – through 2024/25	Permanent schemes now apply at the Ballantrae, Girvan, Ayr and Troon sites. Further facilities have been trialled at The Battery Ayr. 2024 Outcome report has been approved.
10	Strategic Economic Impact Assessment A75/A77	There is a growing desire to understand the importance / effectiveness of the improvements outlined along the A75 and A77.	Head of Service	Ongoing – through 2024/25	SEIA complete, ARA to progress STAG for the A77 or a combined A75/A77 STAG on behalf of SAC and D&G Council. Lobbying Group formed with D&G.
11	Ash Dieback	Develop a risk based strategy for the management of Ash Die Back jointly with South Ayrshire Council.	Head of Service	Risk based – Complete Surveys Ongoing through 2024/25	Risk based strategy complete. Surveys ongoing issuing 28-day notices to owners with objections received referred to legal services.
12	152 nd Open Championship	Delivery of Event Traffic and Transport Management	Head of Service	Complete	Successfully delivered. Debrief September 2024
13	The International Ayrshow - Festival Of Flight	Delivery of Event Traffic and Transport Management	Head of Service	Complete	Successfully delivered. Debrief November 2024

Appendix 4 - The Improvement Action Plan that follows sets out the key priorities for the Transport Service in 2024/25.

No.	Action	Success Criteria / desired outcome	Responsible	Timescale	Details
No.	Action	Success Criteria / desired outcome	Responsible	Timescale	Details
1.	Ensure the continued effective maintenance of the Council's operator Licence	The maintenance of the O Licence facilitates the operation of the councils HGV fleet these are essential to the delivery of council operations	Services Manager	Ongoing – through 2024/25	Licence due to exp 31.03.2026
2.	The transport maintenance service will continue to achieve staff accreditation to the IRTEC and ILM Level 3 EV workshop quality Standards	Externally and independently assessed	Service Manager	Ongoing – through 2024/25	To ensure that all staff have the qualification to carry out work on EV vehicles
3.	The transport maintenance service will maintain/achieve the Van Excellence Standard for vehicles up to 3.5 tonnes.	Externally and independently assessed	Fleet Manager	Ongoing – through 2024/25	Next Assessment date June 2025
4.	Fleet Services to start scoping and initiating the process to gaining accreditation to the Truck Excellence quality standard or earned recognition from the DVSA	Externally and independently assessed	Fleet Manager	Dec 2025	Review of the requirements and implementation plan of what is required to achieve accreditation
5.	Further work will be undertaken with regard to the management of contract costs, specifically external vehicle maintenance and supply contracts.	Reduction in spend on external suppliers	Service Manager / Fleet Manager	May 2025	
6.	Further develop the Corporate Fleet Strategy, specifically in relation to the replacement and modernisation of the Council fleet. It will also support sustainability and the local government climate change agenda objectives.	Reduction in Co2 Emissions and running costs of the fleet	Head of Service	March 2025	Work with Service areas to identify replacement plan and move towards EV vehicles for under 3.5t vehicles where this is practical

7.	Review and update the Service Level agreement documentation for transport service partners to ensure that they are current and fit for purpose going forward.	The development of service Level improvements	Service Manager	March 2025	Review current SLA and update
8.	Undertake a survey of key user groups across the Council to establish their views on the quality of services provided by Transport Service	Service Questionnaire	Service Manager	March 2025	Gain a better understanding of the expectations of the service areas
9.	Management of the grey fleet to reduce fuel costs, this will be achieved through driver education, an increase in the use of pool vehicles and vehicle substitution with more fuel-efficient vehicles. This will also support the Council's aim of reducing CO2 emissions	Savings in costs on mileage claims as well as a reduction in Co2 emissions	Service Manager	March 2025	Analysis of the grey fleet mileage to monitor high mileage users. Implementation of pool car system to reduce mileage claims and Co2 emissions
10.	Reduce fuel usage by the Council's fleet; this will be achieved through improved fleet management/fleet utilisation, replacing vehicles with more fuel-efficient green vehicles	Vehicles under 3.5t to ULEV by 2025. HGVs and Plant reduction in carbon due to HVO fuel	Service Manager / Fleet Manager	March 2025	Replacing vehicles where this is possible with ULEV resulting in reduced CO2 and budget savings on fuel.
11.	Continue to implement and improve the approaches taken to reduce the costs associated with vehicle damage to the Council Fleet	Reduction in cost on damage	Service Manager / Fleet Manager	Ongoing – through 2024/25	Driver education and analysis most common incidents to identify where reductions can be made
12.	Investigate opportunities to develop further income generating Transport Services over the next 3-year period.	Additional income to offset running costs	Service Manager	Ongoing – through 2024/25	Income through work carried out to Hire and lease vehicles
13.	Review the operations of the workshop to better meet the service delivery and business needs of service users	Processes for driver permits and assessments - workflow through workshop to optimise working time on vehicles	Service Manager	Ongoing – through 2024/25	Review current systems and new systems to streamline work streams through AI and digitalisation

