

County Buildings
Wellington Square
AYR KA7 1DR
Tel. No. 01292 612169

18 June 2026

Dear Councillor

SOUTH AYRSHIRE COUNCIL

You are requested to participate in a meeting of South Ayrshire Council to be held **on Thursday 25 June 2026 at 10.00 a.m.** for the purpose of considering the undernoted business.

This meeting will be held in the County Hall, County Buildings, Ayr on a hybrid basis for Elected Members, will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

Yours sincerely

CATRIONA CAVES
Chief Governance Officer

B U S I N E S S

1. Provost.
2. Sederunt and Declarations of Interest.
3. Minutes of meetings of the Council and Panels.

(a) Minutes of previous meetings.

Submit for approval as a correct record and authorise to be signed: -

- (i) 14 May 2026 (copy herewith).

(b) Minutes of Panels.

The minutes (copies previously issued) of the undernoted meetings are for noting:-

- (i) Audit and Governance Panel of [6 May 2026](#).
- (ii) Cabinet of [28 April 2026](#) and [26 May 2026](#).
- (iii) Chief Officers Appointments/Appraisal Panel of [16 December 2025](#) and [18 December 2025](#).
- (iv) Local Review Body of [2 December 2025](#) and [5 May 2026](#).
- (v) Regulatory Panel – Licensing of [30 April 2026](#).
- (vi) Regulatory Panel – Planning of [2 April 2026](#) and [13 May 2026](#).
- (vii) Service and Partnerships Performance Panel of [10 March 2026](#) and [19 May 2026](#).

4. Implementation of HMRC Mileage Rates – Submit report by Chief Executive
5. Schedule of Meetings – Submit report by Chief Governance Officer (copy herewith).
6. South Ayrshire Charitable Trust 2026/27 – Submit report by Chief Governance Officer (copy herewith).

7. Audit and Governance Panel – 2025/26 – Submit joint report by Chief Financial Officer and Chief Governance Officer (copy herewith).
8. ARA Service Plan & Performance Report – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
9. Ayrshire Roads Alliance 10 Year Review – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (copy herewith).
10. Formal Questions.
11. AGD Transport Improvement Scheme Update – Submit report by Depute Chief Executive and Director of Housing, Operations and Development (Members only)
12. Consideration of Above Confidential Report.

For more information on any of the items on this agenda, please telephone Janice McClure,
Committee Services on at 01292 612169, at Wellington Square, Ayr or
e-mail: janice.mcclure@south-ayrshire.gov.uk
www.south-ayrshire.gov.uk

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SOUTH AYRSHIRE COUNCIL.

Minutes of a hybrid webcast meeting
on 14 May 2026 at 10.00 a.m.

Present in County Buildings: Councillors Iain Campbell (Provost), Laura Brennan-Whitefield, Ian Cavana, Alec Clark, Ian Davis, Brian Connolly, Julie Dettbarn, Chris Cullen, Stephen Ferry, William Grant, Wullie Hogg, Hugh Hunter, Martin Kilbride, Mary Kilpatrick, Alan Lamont, Craig Mackay, Brian McGinley, Bob Pollock, Cameron Ramsay, Philip Saxton, Gavin Scott, Bob Shields, Duncan Townson and George Weir.

Present Remotely: Councillors Ian Cochrane, Martin Dowey and Lee Lyons.

Apology: Councillor Kenneth Bell.

Attending in County Buildings: S. Penman, Chief Executive; K. Braidwood, Depute Chief Executive and Director of Housing, Operations and Development; J. Bradley, Director of Communities and Transformation; M. Inglis, Director of Health and Social Care; C. Caves, Chief Governance Officer; T. Baulk, Chief Financial Officer; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; K. Dalrymple, Assistant Director – Housing and Operations; C. Cox, Assistant Director – Planning and Development; J. Tait, Acting Assistant Director – Communities; C. Iles, Service Lead – Planning and Building Standards; P. Bradley, Service Lead – Professional Design Services; K. Gallagher, Co-ordinator (Golf); J. McClure, Committee Services Lead Officer; K. Hancox, Committee Services Officer; and C. McCallum, Clerical Assistant.

Also in Attendance: J. Corrie, Head of Roads and D. Manson, Special Projects Officer, Ayrshire Roads Alliance.

1. **Provost.**

The Provost

- (1) welcomed everyone to the meeting, outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live;
- (2) intimated that apologies had been received from Councillor Bell;
- (3) congratulated Ayr Ruby Club and Carrick Ruby Club on their successes this season with both clubs being heavily invested in developing community rugby in South Ayrshire; and
- (4) congratulated Troon Juniors for winning the West of Scotland Cup Final.

2. **Sederunt and Declarations of Interest.**

The Chief Executive called the Sederunt for the meeting and having called the roll, confirmed that there were no declarations of interest by Members of the Council in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

Councillor Saxton declared that he held a golf season ticket, however, he did not believe that this precluded him from the consideration of item 11 on the agenda entitled "Golf South Ayrshire".

3. Minutes of previous meetings

(1) Minutes of Previous Meeting of the Council.

- (a) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the **Minutes** of South Ayrshire Council of 5 March 2026 as a correct record.

As Councillor Dowey was not present at this meeting, he was not eligible to vote on these Minutes.

The Council

Decided: to approve the Minutes of 5 March 2026 and authorise these minutes to be signed as a correct record.

- (b) Provost Iain Campbell, seconded by Councillor Mary Kilpatrick, moved the **Minutes** of South Ayrshire Council of 26 March 2026 as a correct record.

As Councillors Dowey and McGinley were not present at this meeting, they were not eligible to vote on these Minutes.

As Councillor Davis declared an interest in an item on these minutes, he was not eligible to vote.

As Councillor Lyons left the meeting following item 12 of these minutes, he was also not eligible to vote.

The Council

Decided: to approve the Minutes of 26 March 2026 and authorise these minutes to be signed as a correct record.

(2) Minutes of previous meetings of Panels.

The Minutes of the undernoted Panels were submitted for information: -

The minutes (copies previously issued) of the undernoted meetings are for noting:-

- (i) Appeals Panel of [30 January 2026](#) and [10 March 2026](#)
- (ii) Audit and Governance Panel of [25 February 2026](#) and [25 March 2026](#).
- (iii) Cabinet of [17 March 2026](#)
- (iv) Regulatory Panel – Licensing of [18 February 2026](#) and [19 March 2026](#)
- (v) Regulatory Panel – Planning of [26 February 2026](#) (Site Visit) and [4 March 2026](#)

Councillor Dowey left the meeting at this point.

Variation in Order of Business

In terms of Standing Order No. 13.3, Provost, seconded by Councillor William Grant, moved to vary the order of business to consider item 5 on the agenda "Notice of Motion from Councillor Duncan Townson, seconded by Councillor Cameron Ramsay" at the start of the business.

A Member requested a roll-call vote.

The Chief Governance Officer then took the vote by calling the roll as follows:-

Iain Campbell	For
Mary Kilpatrick	For
Laura Brennan-Whitefield	For
Ian Cavana	For
Alec Clark	For
Ian Cochrane	For
Brian Connolly	For
Chris Cullen	For
Ian Davis	For
Julie Dettbarn	For
Stephen Ferry	For
William Grant	For
Wullie Hogg	For
Hugh Hunter	For
Martin Kilbride	For
Alan Lamont	For
Lee Lyons	For
Craig Mackay	For
Brian McGinley	For
Bob Pollock	For
Cameron Ramsay	For
Philip Saxton	For
Gavin Scott	For
Bob Shields	For
Duncan Townson	For
George Weir	For

The Council

Decided: unanimously to agree to vary the order of business as hereinafter minuted.

4. **Notice of Motion**

In accordance with Council Standing Order No. 18, a Notice of Motion was submitted by Councillor Duncan Townson and seconded by Councillor Cameron Ramsay.

Provost advised that, in order to consider the following Motion, as this referred to a decision taken within the last six months the Council would, in accordance with Standing Order No. 22.1, require to agree to do so by a two thirds majority of those present and voting:

“Motion to Reinstate the Funding for the Diving Pool and its subsequent classes

That Council agrees:-

- (1) In accordance with Standing order 22.1, to reconsider the item of business below with a two -thirds majority of Councillors in attendance and voting at today’s meeting;
- (2) To reverse the decision of Council to remove the diving facilities at the Citadel and to reinstate the diving from the three and five Metre diving platforms for a temporary period of one year;
- (3) To meet the costs detailed in the table below of reinstating these facilities from Council reserves for the one-year period as follows:-

	<i>2026/2027</i>
<i>Mitigating the savings proposal through the reduction in diving provision</i>	<i>£10,000</i>
<i>Energy costs associated with overfilling the flexi-pool and heating and water</i>	<i>£20,879</i>
<i>Mitigating the loss of income proposed within the budget savings</i>	<i>£40,000</i>
<i>Total</i>	<i>£70,879</i>

- (4) To request that officers present a report to Council within that one year detailing the process and capital and revenue costs of providing a removable diving board and/or replacement of the diving boards and/or the provisions of an alternative diving facility.”

A Member requested a roll-call vote.

Point of Order

Councillor Julie Dettbarn raised a Point of Order that she had not been given the opportunity to speak on this matter. Provost advised that this was not a Point of Order and the vote should proceed.

The Chief Governance Officer then took the vote by calling the roll as follows:-

Iain Campbell	Against
Mary Kilpatrick	Against
Laura Brennan-Whitefield	For
Ian Cavana	For
Alec Clark	Against
Ian Cochrane	For
Brian Connolly	Against
Chris Cullen	Against
Ian Davis	Against
Julie Dettbarn	For
Stephen Ferry	For
William Grant	Against
Wullie Hogg	For
Hugh Hunter	Against
Martin Kilbride	Against
Alan Lamont	Against
Lee Lyons	Against
Craig Mackay	For
Brian McGinley	For
Bob Pollock	Against
Cameron Ramsay	For
Philip Saxton	For
Gavin Scott	Against
Bob Shields	For
Duncan Townson	For
George Weir	For

Thirteen Members voted in favour of Suspending Standing Orders and thirteen Members voted against Suspending Standing Orders, therefore, in terms of Standing Order No. 21.1(5), the Motion could not be considered as a two thirds majority was not achieved.

5. **Results of Scottish Parliament Election 2026**

There was submitted a [report](#) (issued) of May 2026 by the Chief Executive advising of the outcome of the recent Scottish Parliament Election.

The Chief Executive introduced the report and thanked all staff involved in this successful election, including colleagues in Police Scotland and the Electoral Registration Office.

A Member thanked the Returning Officer and his staff for their efforts in this process which had been a fair and judicious election; commended the Service Lead – Democratic Governance for her support of all the candidates who had dealt with any issues very efficiently and was an excellent point of contact for all candidates; and congratulated Siobhian Brown on her appointment.

The Council

Decided: to note the outcome of the Scottish Parliament Election of 7 May 2026 and the election of Siobhian Brown for Ayr, Prestwick and Troon.

Point of Order

Councillor Saxton raised a Point of Order in relation to Item 4 of this Minute that the Chief Governance Officer had stated the result of the vote was thirteen Members For and fifteen Members Against hearing the Notice of Motion and there were twenty-six Members in attendance; and the Chief Governance Officer advised that she had stated that thirteen Members were for hearing the Motion.

6. **Ayrshire Transformation Board**

There was submitted a [report](#) (issued) of April 2026 by the Chief Executive seeking Council endorsement of the arrangements put in place by the Chief Executive – along with the Chief Executives of North and East Ayrshire Councils and NHS Ayrshire and Arran – to establish a Transformation Board (ATB) aimed at strengthening integrated working in Health and Social Care.

The Chief Executive introduced the report.

Councillor Brian Connolly, seconded by Councillor Hugh Hunter, moved the recommendations as outlined in the report.

Comments were made and questions raised by Members in relation to:

- (1) this Council having a great deal to bring to the table in collaborating with others and sharing examples of good practice; and outlining that it would be helpful to be kept up-to-date of developments; and the Chief Executive advised that it was critical that progress was reported to Council; that it was very early days and the priority was to decide on what required to be focussed on initially, however, a reporting schedule would be produced for Members' information;

- (2) that when the IJB was created it was with the best of intentions, however, this was now not positioned where it should be; that any monies spent on upstream prevention would have a huge impact on the number of people being admitted to hospital as the NHS were responsible for the late stage crisis point and the IJB was responsible for the previous stream, therefore, joined up working required to be re-examined; that this was an important and interesting piece of work and with planning and preparation, the final results could have a massive impact on reducing hospital admissions with additional focus on early intervention; and the Chief Executive advised that there were significant challenges nationally and locally with this not being the sole responsibility of any organisation to deal with these challenges as they affected Council and NHS Ayrshire and Arran and that it was critical that this was examined closely moving forward;
- (3) that the Audit Scotland report at a recent Audit and Governance Panel had outlined the challenges of all IJBs with there being considerable debate at that meeting around how best to address transformation and learn best practice from within this Council and partnership organisations; and welcoming this report;
- (4) welcoming this enterprise and believing that this could be one of the most important initiatives to be launched in this term of office within the Council; that it was encouraging that the membership of the Board was the most senior officers within the organisations who would be held accountable for the success of this initiative; that roles and remits were very widespread and all encompassing; that the recent report on the joint inspection of children's services had been pleasing as the partnership working was highly commended; that 2.1 of the Terms of Reference entitled "create task-and-finish sub-groups to take forward specific programmes of work" was welcomed as it was important to complete the tasks and finish the groups; that 3.14 of the Terms of Reference entitled "ensure there is a consistent focus on and prioritisation of reducing cost whilst reducing health inequalities and improving clinical outcomes" was the overriding principle for the whole initiative; and wishing the Chief Executive well for this excellent initiative;
- (5) seeking clarification on whether the remit of the shared services was around the Health and Social Care Partnership and not other Council services; and the Chief Executive advised that the report outlined the challenges around terms and conditions and paragraph 4.5 stated that the emphasis was on what could be achieved within the existing framework; that there was a requirement to progress quickly and finish tasks; that the sharing of services would be areas of work within the Health and Social Care Partnership and would require the appropriate approvals from the various organisations and that the governance structure was in place; and that other work regarding the sharing of collaborative services was ongoing as approved by Council in October 2025 and that further updates would be provided to Cabinet in due course;
- (6) whether East Ayrshire Council was the lead agency as the Chief Executive of that organisation was the Chair of the Board; and the Chief Executive advised that all four Chief Executives worked together and there was no lead agency approach; that there was equal representation on the group; that the Chief Executive of East Ayrshire Council had a professional background in health and social care and the majority of the meetings were held in the East Ayrshire Council buildings, therefore it was convenient for Mr Fraser to Chair the Group;
- (7) the timescales for Members receiving updates; and the Chief Executive advised that progress was being made quickly; that a reporting structure was being developed; and that he predicted an update to Council in this calendar year; and

- (8) thanking the Chief Executive for the work carried out on this very important matter; and suggesting that someone from the volunteer sector should also be on the Transformation Board.

Twenty five Members voted for the Motion and one Member voted against and the Council

Decided:

- (a) to endorse the establishment of the ATB as the formal senior officer structure to strengthen integrated arrangements across the three Ayrshire Councils, NHS Ayrshire and Arran, and the three Integrated Joint Boards;
- (b) to note the agreed governance arrangements, including the ATB's membership, reporting structures and alignment with existing frameworks;
- (c) to endorse the initial priority programme areas;
- (d) to endorse the Terms of Reference for the ATB; and
- (e) otherwise to note the contents of the report.

7. Council Plan 2023-28 : Midway Progress Report

There was submitted a [report](#) (issued) of 23 April 2026 by the Chief Executive providing an update on the Council's progress on delivering the ambitions set out in the Council Plan 2023-28.

The Assistant Director – Corporate Policy, Strategy and Performance introduced the report and advised that the report highlighted some of the major achievements under each of the high level Priorities.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

Comments were made and questions raised by Members in relation to:

- (1) thanking the Assistant Director – Corporate Policy, Strategy and Performance for his work on this matter; and that this good news story should be promoted;
- (2) given the plan's emphasis on community engagement, what additional steps were planned over the next two years to further empower local communities and increase participation; and the Assistant Director – Corporate Policy, Strategy and Performance advised that the new Community Engagement Strategy had recently been approved at Cabinet which would prove helpful in meaningfully engaging with communities and allowing their voices to be heard; and that through the Community Planning Partnership the Integrated Neighbourhood Team was being piloted in North Ayr which would allow the Council to gain an understanding of gaps in provision or over-provision and solve any problems;
- (3) whether an Integrated Impact Assessment (IIA) could be provided; and the Assistant Director – Corporate Policy, Strategy and Performance advised that the IIA was not in use when the plan had been developed and that the plan itself noted the cross cutting nature of what had been carried out and was the pre-cursor to the IAA; and that usually the IIA would not be provided with a performance report, however, he would take this suggestion back to his team for consideration; and

- (4) that the Council should be proud of the progress made; and thanking staff for getting the new facilities up and running and performing at a top level.

The Council

Decided: to note the achievements detailed in the progress report attached in Appendix 1 to the report.

8. Delivering the Council's Ambitions

There was submitted a [report](#) (issued) of May 2026 by the Chief Executive setting out a strategy for increased delivery of the ambitions contained within the Council Plan; and seeking approval to establish the Programme of Work, associated strategic boards and supporting reporting arrangements, along with next steps.

The Chief Executive introduced the report.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) paragraph 4.16 of the report referring to Members being involved in approving the key priorities; asking how these priorities would be identified; and the membership of the Working Group; and the Chief Executive advised that the Programme Work Boards were officer boards; that the early Programme of Works would be formed of initiatives already established and that any new proposals would be presented later in the year under each of the headings as line items for Council approval; that Members could propose priorities and officers would continue to work with Members on these to incorporate them into the Programme of Works; that officers would focus on the medium and long term ambitions of the Council, however, Members would determine the priorities of the Council; that later in the year a draft Programme would be submitted for Members consideration and to propose new projects, subject to budgetary controls; and that the purpose of this was to have a sharper focus to ensure the Council could deliver on assurances;
- (2) that the report identified the need to retain young people in Ayrshire by improving job opportunities and with the Ayrshire Growth Deal (AGD) management structure in place, how would this fit in with the existing structure for managing AGD and how would the Council continue to attract investment into Ayrshire; and the Chief Executive advised that the AGD was a prime example of a project that was medium and long-term in its ambition and that, while there were short-term deliverables, the impacts were medium and long-term and designed to meet some of the challenges facing the Council; that the management arrangements of the AGD as the programme continued would continue to exist, the long-term outcomes of the AGD would be incorporated into the programme of work and part of that focus would be to maintain momentum following the conclusion of the AGD; and that the Council required to capitalise on the AGD now and not at its conclusion;
- (3) the concerning statistics regarding the decrease in population and working-age population; and the Chief Executive advised that these were the projections without taking action; that this report focussed on the intent of the programme which was the medium and long-term but the Council required to act now as the pressures described in the report at Item 6 of these Minutes entitled "Ayrshire Transformation Board" were the pressures presently being experienced;

- (4) that the report outlined the reality of this unsustainable situation regarding this demographic timebomb and the Council required to act now or future generations would have no opportunities;
- (5) where the “flight of youth” was concentrated the most in South Ayrshire, rural areas or town centres, to allow policies to be adapted to reflect this; and the Chief Executive advised that a critical part of developing this programme would be robust, reliable data which could be shared across the organisation so part of putting the performance section together was capturing all relevant data; that there would be intelligence on how this data had changed over time and where the trends were; and that the Council required to understand underneath the headline figures to address the problem;
- (6) that research data could be years out of date, therefore, officers should consider developing the Council's own qualitative data to remain up-to-date with current trends and current problems and take action based on real-time evidence which was an important element for the success of this programme; and the Chief Executive advised that by necessity, for some of the longer term indicators both lag and lead indicators were required; that the Council held significant amounts of data and intelligence and the good use of this was critical as part of this programme; and that the Council was not alone in holding significant data sets and it was critical to work with other organisations throughout this process;
- (7) that, as this was one of several very important reports submitted to this meeting and the timetable was incredibly ambitious, could the Chief Executive provide assurances that the timescales would be met as it was important to adhere to these dates to give the next Administration the opportunity to commence immediately; and the Chief Executive advised that this timetable was very challenging; that the building blocks required to be put in place to have a successful longer term programme of works; and that it was essential that this timetable was met; and
- (8) that works required to commence immediately on this programme; and this report set out the necessary works.

The Council

Decided:

- (a) to approve the strategy to increase delivery of the ambitions contained within the Council Plan;
- (b) to approve the establishment of a Programme of Work and associated strategic boards;
- (c) to approve the reporting arrangements for the Programme of Work;
- (d) upon approval, to note that proposals to fully embed the Council's transformation approach '*Shaping Our Future Council*' within the new strategy and arrangements would be brought forward to Cabinet in October 2026; and
- (e) to approve the next steps summarised in Table 1 in paragraph 4.24 of the report.

Adjournment

The time being 11.15 a.m., the meeting adjourned.

Resumption of Meeting

The Council resumed at 11.30 a.m.

Councillor McGinley left the meeting at this point.

9. South Ayrshire Parking Strategy – Urban and Rural Parking Framework

There was submitted a [report](#) (issued) of 30 April 2026 by the Depute Chief Executive and Director of Housing, Operations and Development presenting a new strategic framework for the future delivery of parking strategies across South Ayrshire's urban and rural communities; and that the various strategies referred to in the recommendations in the report would deliver the aims and aspirations contained within the South Ayrshire Parking Strategy 2020 – 2024.

The Head of Roads, Ayrshire Roads Alliance introduced the report.

Councillor Alec Clark, seconded by Councillor Martin Kilbride, moved the recommendations as outlined in the report.

By way of Amendment, Councillor Craig Mackay, seconded by Councillor George Weir, moved as follows:

“1. Delete recommendations 2.1.2 – 2.1.5 inclusive, and replace with:

2.1.2 notes that much work has already been undertaken by officers with regard to Ayr town centre on- and off-street parking arrangements, management of seasonal demand along Ayr esplanade, and operation of parking permits for residents, carers and tradespeople.

2.1.3 agrees that in order to avoid further delays in progressing this much-needed review and modernisation of parking provision, that the Head of Roads for Ayrshire Roads Alliance table a report covering detailed proposals and any proposed associated charges for the items listed under 2.1.2 at Council by September 2026 in order that overarching policy considerations be determined; with further detail (where required) delegated to later Cabinet meetings, with officers presenting such reports to Cabinet by latest June 2027.

2. Re-number the existing recommendations 2.1.6, 2.1.7 and 2.1.8 as recommendations 2.1.4, 2.1.5 and 2.1.6 respectively.

3. Add a new Paragraph 4.8 to the report as follows: -

“The Head of Roads and Ayrshire Roads Alliance will prepare a report for consideration by Council in September 2026 to enable all policy matters relating to Ayr town centre on- and off-street parking arrangements, management of seasonal demand along Ayr esplanade, and operation of parking permits for residents, carers and tradespeople to be determined. Where Council agrees the policy for each of these items, she will then present papers as required to Cabinet to allow decisions to be taken on the detail required for the implementation of each policy approved by Council. The reports will be presented to Cabinet as separate reports with the latest presented by June 2027.”

4. Replace paragraph 15.1 with the following:

15.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development will continue to update members on the completion status of these items By the Ayrshire Roads Alliance through the Cabinet Decision Log’ reported at each Cabinet meeting until such time as the decision for each item has been fully implemented:

Implementation	Due date	Managed by
Council report	September 2026	Jane Corrie
Cabinet report on Ayr town centre management options	Q2 2026/27	Jane Corrie
Cabinet report on Prestwick parking strategy progression	Q2 2026/27	Jane Corrie
Cabinet report on coastal and seasonal parking management	Q2 2026/27	Jane Corrie
Cabinet report on off-street parking review	Q2 2026/27	Jane Corrie
Cabinet report on Maybole and Girvan parking strategy development	Q3 2026/27	Jane Corrie
Cabinet report on residents’ parking permit framework review	Q4 2026/27	Jane Corrie
Cabinet Report on Troon parking strategy development	Q1 2027/28	Jane Corrie
Cabinet report on rural and visitor destination parking pressures	Q2 2027/28	Jane Corrie

Questions were raised and comments made by Members in relation to:

- (1) the merits in this framework but the failings in the process being proposed, with the Amendment being a genuine and constructive attempt to find a better process; that modern processes such as digital permits for carers required to be introduced; that these reports should be submitted to Council for consideration and not Cabinet as contentious matters of policy should be debated at Council and the Amendment sought to bring the overarching policy principles and all these strands of the parking strategy to Council in September leaving only the agreed details to be finalised by Cabinet over the subsequent months; that a previous report on the Ayr Parking Strategy which had been considered at Cabinet had been called-in and Audit and Governance Panel had accepted the recommendation within the call-in that the matter be considered at Council and not Cabinet, however, this did not occur and a further attempt in December had also been stymied;
- (2) the importance of data when making decisions; and the Head of Roads, Ayrshire Roads Alliance advised that she would ensure there was data evidence provided for each of the proposals in future reports;
- (3) while respecting the Amendment, the best route for consideration of this matter was through Cabinet as it was a decision making body within the Council and had been constructed for this purpose; that submitting each paper to Council would lengthen the decision making process for each item as Cabinet met more frequently; and the call-in process existed should a Member not agree with the detail in a report;
- (4) that the Members on Cabinet did not represent all of the South Ayrshire Wards, therefore, this matter should be submitted to Council for approval as it affected the whole of South Ayrshire; and that Cabinet made decisions which could then be called-in and that these reports would ultimately be called-in which would lengthen the process even more and the Amendment sought to avoid this;
- (5) seeking clarification on the process the Leader had referred to; and Councillor Connolly advised that he had referred to a previous report being called-in to Audit and Governance Panel being re-considered at Cabinet and subsequently referred to Council for consideration;
- (6) would all local members be consulted on the preparation of reports on the individual items referred to in the paper for their Wards; would the public consultation also play a part in this; and prior to each report being submitted to Cabinet, would all political groups have had the opportunity to seek a briefing; and the Head of Roads advised that public consultation would be part of the process and that all Members would be kept up-to-date and would be able to input as part of the process; and
- (7) that any paper could be called-in from Cabinet should this be necessary; that all Ward Members would be consulted on the items in each paper prior to the paper being submitted to Cabinet; and that, as Cabinet was held more frequently than Council, it would be quicker and more efficient so submit these reports to Cabinet and that these would be submitted for each town in South Ayrshire.

Sixteen Members voted for the Motion, eight Members voted for the Amendment and one Member abstained and the Council, having thanked the Head of Roads, Ayrshire Roads Alliance for her work on this matter,

Decided:

- (a) to note that officers were developing a new strategic framework for Urban and Rural Parking in South Ayrshire as detailed in the report;
- (b) to agree that future detailed proposals relating to Ayr town centre parking arrangements be brought forward in a subsequent Cabinet report;
- (c) to agree that options for managing seasonal demand along the Esplanade and other coastal locations where appropriate be developed and reported to Cabinet;
- (d) to agree that proposals for the future operation of residents' parking permit schemes be reviewed and reported separately;
- (e) to agree that options for reviewing off-street parking provision across South Ayrshire be developed and reported to Cabinet;
- (f) to note the intention to review opportunities for introducing a modern digital parking permit platform;
- (g) to note that any future changes to tariffs, charging hours or parking controls would be subject to further consultation and statutory processes where required, and
- (h) to agree that further location-specific parking strategy reports covering South Ayrshire's towns and rural settlements be brought forward in phases.

10. Proposed Ward Capital Projects – Update 2023 to 2026 and Approval of New Capital Projects 2026 to 2027

There was submitted a [report](#) (issued) of 23 April 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on ward capital projects previously approved by Council and Cabinet; and recommending further capital projects for initiation and implementation during the financial year 2026/27.

The Assistant Director – Housing and Operations introduced the report and thanked his colleagues who had assisted him in the projects reaching this point.

Councillor Brian Connolly, seconded by Councillor Alec Clark, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) thanking officers for their work on this matter which was one of the most worthwhile projects the Council had introduced;

- (2) that, in Troon a number of significant projects had been delivered and a number of others were coming to fruition; that with regards to the outstanding works, as Troon was now being recognised as a winter sports hub, could the toilet and shower facilities be prioritised to allow these to be in place prior to the National Kite Surfing Championships in June and potentially in October; and the Assistant Director – Housing and Operations advised that providing a changing shelter, showers and a compostable toilet had been examined and the Service Lead – Professional Design Services was now looking at providing the shelter, followed by the shower and the provision of the toilet may be later down the line, however, these matters should now move quickly over the next couple of months;
- (3) whether ward capital funding could be utilised for community projects; and the Assistant Director – Housing and Operations advised that community projects could be considered but would require to be of benefit to the community; that water sports had to be capital in nature, therefore, would be discussed at CAMG and with Ward Members to ensure they were comfortable with what was being taken forward;
- (4) that this project was testament to what could be achieved with joint working; that a lot of improvements had been made in Ayr North, however there were challenges when capital was allocated and not revenue; and that Wallacetown area had still not received any capital and it was requested that this very deprived area be focussed on;
- (5) thanking the Assistant Director – Housing and Operations for his assistance in establishing the various projects as it was particularly challenging in rural wards to ensure there was equity between the many villages and rural communities and all areas received something meaningful;
- (6) that each application would be considered on its own merits; that three of the four ward Members in Troon had agreed to contribute £20,000 to the Water Sports Club and this should be allowed to proceed with the majority of ward Members agreeing. A further Member then advised that, should agreement not be reached with Ward Members, the decision should be taken at Cabinet; and the Assistant Director – Housing and Operations advised that the allocation for the Water Sports Club was currently noted as “amber” as clarification was required on whether the money was planned to be used for something capital in nature before proceeding;
- (7) how confident were officers that the works would be completed in the coming year; and the Assistant Director – Housing and Operations advised that he was relatively confident that these works would be completed as a great deal of these projects were significantly underway; that many of the projects in Prestwick had only recently been identified, particularly the ones through Ayrshire Roads Alliance; that there were a number of large projects at Prestwick Promenade where ARA had influenced the programme to assist by using their own staff or external contractors to ensure the works were completed; that a great deal of work had been taking place in the background; and that a meeting required to take place in the next six to eight weeks to identify how the remainder of the monies were spent to complete the programme;
- (8) that it was frustrating that the longer these projects took to come to fruition, the more expensive the materials were; that these projects had been warmly welcomed by South Ayrshire residents; and asking would the allocated monies be expended by the end of the financial year; and the Assistant Director – Housing and Operations advised that a report would be submitted to Council in November 2026 which would identify any projects which had gone awry; and that regular meetings would take place to ensure the monies were expended between now and the end of the financial year; and

- (9) that there had been good co-operative working between local members; and that this was a great project which had provided members with the opportunity to spend monies on their local ward.

The Council, having thanked the Assistant Director – Housing and Operations and his team and Ayrshire Roads Alliance for their work on this initiative,

Decided:

- (a) to agree the capital investment projects identified in Appendix 1 with a white background under project description for initiation and implementation during the financial year 2026/27 and approve the projects with a budget commitment in excess of £100,000 as detailed in Appendix 1;
- (b) to note that the projects with an amber background in Appendix 1 which were yet to be approved may require public consultation as part of the Integrated Impact Assessment prior to a recommendation being made to Council for approval;
- (c) to note the progress made with the capital investment projects identified in Appendix 1;
- (d) to agree to remove the projects identified as red in Appendix 1; and
- (e) to note that a copy of Appendix 1 containing all potential projects would be forwarded to Community Councils for information.

11. Development Plan Scheme 2026

There was submitted a [report](#) (issued) of 13 February 2026 by the Depute Chief Executive and Director of Housing, Operations and Development seeking approval to publish and consult on the Development Plan Scheme 2026 for Local Development Plan 3.

The Service Lead – Planning and Building Standards introduced the report.

Councillor Bob Shields, seconded by Councillor Alan Lamont, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) Local Place Plans and whether the importance of these was promoted; and the Service Lead – Planning and Building Standards advised that these were promoted through the Council's media platforms; that all Community Councils had been contacted to assist them in producing proposals and that any proposals were required to align with National Planning Framework 4 and the current Local Plan;
- (2) whether training was provided for Community Councils to give them an understanding of their role in this matter and how best to deliver it; and the Assistant Director – Planning and Development advised that the Community Engagement Officer within the Regeneration Service did a great deal of proactive engagement with communities around this area of work to support them in developing Community Action Plans and advise them on Local Place Plans and how they could take the Community Action Plans a step further;

- (3) commending the work of the Community Engagement Officer; and asking if consultation could take place with members of the public in places of high footfall, for example supermarkets to ensure proper public consultation took place; and the Service Lead – Planning and Building Standards advised that this matter had been discussed at the Local Development Plan Member/Officer Working Group (MOWG) and the Planning team were examining the best ways of engaging with members of the public, including if supermarkets could be utilised; and
- (4) that consultations were very time consuming; and that officers had advised at the MOWG of the substantial amount of work undertaken in developing the Local Development Plan (LDP) and that the LDP3 was a very challenging document.

The Council

Decided: to approve the Development Plan Scheme 2026 (Appendix 1) for publication, and consultation, including the proposed Participation Scheme for public and stakeholder consultation.

12. **Golf South Ayrshire - Belleisle Golf Course Enhanced Practice Facility and Course Enhancements**

There was submitted a joint [report](#) (issued) of 24 April 2026 by the Depute Chief Executive and Director of Housing, Operations and Development and the Director of Communities and Transformation providing an update on the options for the Enhanced Practice Facility at Belleisle Golf Course (previously referred to as the Golf Development Centre) and the golf course enhancement works at various golf courses.

The Service Lead – Professional Design Services introduced the report.

Councillor Chris Cullen, seconded by Councillor Brian Connolly, moved the recommendations as outlined in the report.

Questions were raised and comments made by Members in relation to:

- (1) welcoming the proposed improvements at Belleisle golf course which was a step towards delivering the ambition set out in the Golf Strategy and ensuring continued investment in modern, accessible and sustainable golf facilities across South Ayrshire; it being encouraging to see the strong level of public support for option 3 alongside the focus on growing participation of women, young people and families; welcoming the wider economic and community benefits this investment could bring; and outlining that this was about securing the long term future of Belleisle as one of South Ayrshire's key sporting and tourism assets;
- (2) welcoming this report and the solution offered; that having improvements and the course maintained at a high level had always been the wish of golfers at Belleisle and that they had been keen to avoid option 1 within the report; that the forthcoming Implementation Plan in October was welcomed; and, as income and expenditure for other courses did not make good reading, how quickly was it anticipated that figures for Belleisle would be positive; and the Co-ordinator (Golf) advised that with the establishment of the golf pods, if option 3 was approved at this meeting, as soon as it was built, that drove a new source of income beyond what was currently offered in terms of green fees, the café and catering, therefore it was around diversification of income; that golf also had a huge social value as it was known to keep an older demographic active for longer and with the establishment of golf pods and other facilities this would assist further and it was hoped to have figures back in the black very quickly once the proposal had been developed;

- (3) the Integrated Impact Assessment and there being no impact on gender when the Council was keen to increase the number of women playing; and the Co-ordinator (Golf) advised that the current number of female season ticket holders was around 8% which was below the national average; that having a safe environment to encourage women and other under-represented demographics to participate in golf was essential and something that had been lacking for a number of years;
- (4) the Integrated Impact Assessment showing a positive impact for all headings under Social-economic inequalities, including for people with low and/or no wealth; and the Co-ordinator (Golf) advised that the Golf South Ayrshire season ticket cost was currently one of the lowest in the area at half of a private golf course and there were a number of initiatives, including Junior Access Plus which provided a concession for under 18s whose parents received benefits and the Golf Concession Scheme which offered a discount; and it was about reaching out to communities to highlight that golf was an accessible and affordable sport;
- (5) whether evidence and statistics of (4) above could be provided to Members to outline how golf was improving the lives of people with low or no income; and the Acting Assistant Director – Community advised that the Gold Strategy report was due to be presented to Service and Partnerships Performance Panel following consideration of this report today providing further information; that a golf strategy for South Ayrshire would highlight the key benefits and impact of golf; and that information could be provided to Members on the key impact of golf;
- (6) the budget for the greenkeepers' facilities at Lochgreen and Fullarton golf courses and would this also include Belleisle; catering facilities running at a loss; that prices had recently been increased by around 15% which would deter golfers from spending money on catering; that when the facilities were refurbished at Belleisle they were to be utilised for other uses which had not occurred; with the proposals to extend Belleisle how would additional income be generated; as the catering facilities at Troon Golf Course were only open for part of the day, revenue was being lost; the priority should be opening clubhouses for golfers and visitors; how did officers propose to generate more income and stop increasing prices for members and visitors; and that, as recruiting and retaining staff was a problem, how would this change at the new facilities in Belleisle; and the Acting Assistant Director – Communities referred to the staffing challenges and advised that, as part of the Council's service redesign, a new Golf structure and Sport and Leisure structure would be submitted to Council in the near future which should address some of the challenges; that, in relation to attracting visitors to golf courses, this was currently being addressed in conjunction with partner organisations. The Co-ordinator (Golf) further advised that new facilities had been added since the last service redesign, the Stables and the catering aspect required to be examined; that following liaison with colleagues in Finance, resources within existing budgets had been identified to ensure the cafes could be staffed; that there was not a large turnover of staff, however, casual staff had been employed which was challenging, therefore, a more resilient structure required to be put in place for the staffing of cafes; opening hours of the cafes would also be examined; that prices in the cafes were not increased last year, therefore, because of inflation these had been increased this year due to staffing costs and costs of ingredients; and that running at a loss had been partly due to insufficient charging of goods;
- (7) paragraph 4.5 of the report regarding re-alignment of the existing holes and the effect on the course; and the Co-ordinator (Golf) advised that the par of the golf course would not change as the changes to the course were relatively modest compared to the first option that was presented to Council in October 2024;

- (8) this report highlighted a lot of money being spent to turn Belleisle into an attractive visitor destination and this was not how best to serve the people of South Ayrshire; that many of the golfers consulted did not agree with the proposals and many had stated that they had only chosen option 3 to avoid option 1; and that golf was not accessible to those on a low income as they did not have money for transport to the golf courses; and the Acting Assistant Director – Communities advised that these improvements were to support the residents of South Ayrshire; that extensive consultation had taken place and option 3 was the preferred option; the Council was investing in one of its assets that would support local residents and the local visitor economy and he was confident that this investment would pay off; and that this was not just about Belleisle, a lot of work would be supported by wider Council teams;
- (9) that when the Golf Member/Officer Working Group had been created, a report had been considered outlining the physical and mental impact of golf and also the economic impact; that it would be interesting to see an updated report on these impacts with information from the NHS included on the benefits of golf, also including information on the economic impact of holding the Open in the area; and that any investment in golf courses made by the Council would give a larger return in a lot of areas;
- (10) understanding the importance of golf in South Ayrshire and what it brought to the area; and noting that the café at Belleisle Golf Course now closed at 5.00 p.m. which could now cater for families attending after school; and requesting that a vending machine be considered for those golfing after 5.00 p.m.
- (11) this being an exciting addition to the Council's leisure services and complemented the work already being undertaken across all leisure services, particularly the leisure centres; that transport for children to and from Belleisle should be an integral part of the considerations; and asking how the pods would be utilised to introduce young people to golf; and the Co-ordinator (Golf) advised that work was currently being carried out in schools around mental resilience and defining pathways from primary schools to leisure facilities, however, having a dedicated practice facility allowed the niche demographics to be encouraged to take up golf;
- (12) that the catering operators required to review their menu; and that the reduction in playing holes should be addressed in the price of the season ticket; and
- (13) that it was a budget decision to increase the season ticket prices and not an officer decision; and that the SIMD 1 activity figures were very low and very disappointing, therefore, that area required to be examined.

Twenty Members voted for the Motion and five Members abstained and the Council, having thanked everyone involved in this matter,

Decided:

- (a) to note the progress made in developing a feasibility study which included three options for the provision of an enhanced practice facility and golf course improvements at Belleisle Golf Course, as per Appendix 1;
- (b) to grant approval to progress with Option 3, at an estimated cost of £5,420,000, which provided for the introduction of GolfPod facilities, enhanced the off-course user experience through improved connectivity between the existing Golf Clubhouse and the Stables building, and deliver the associated programme of Golf Course enhancements at Belleisle;

- (c) to agree the consolidation of the balance of the previously approved three-year capital investment for Golf Course Infrastructure (£4,504,604) with the investment for the Belleisle enhanced practice facilities (£1,224,327) which would provide a total combined investment across the Golf Course Infrastructure programme of £5,728,931;
- (d) to agree that Officers appoint a suitable consultant for the advancement of Option 3 design development, preparation and submission of the required planning application and management of the overall project delivery, with costs to be met from the approved funding within the General Services Capital Investment Programme 2026/27 to 2037/38;
- (e) to agree that officers prepare a Capital Project Assessment Bid form for submission to the Capital Asset Management Group (CAMG) on the basis of option 3; and
- (f) to request officers to submit a further report to Council in October 2026 noting the decision from CAMG and recommending an implementation plan.

13. Formal Questions

In terms of Council Standing Order No. 26.2, there were no Formal Questions submitted.

Councillors Shields and Townson left the meeting at this point

Exclusion of press and public.

The Council resolved, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining item of business on the grounds that it involved the likely disclosure of exempt information in terms of paragraph 10 of Part 1 of Schedule 7A of the Act.

14. Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire: Procurement Progress and Next Steps

There was submitted a report (Members Only) of 17 April 2026 by the Depute Chief Executive and Director of Housing, Operations and Development providing an update on the Ayrshire Roads Alliance (ARA) Electric Vehicle Infrastructure Fund (EVIF) programme, delivered in partnership with North Ayrshire Council; and outlining progress through the procurement and tender evaluation stages, summarising key developments in the Ayrshire Concession Contract and associated Schedules and highlighting next steps to enabling the contract award and implementation.

The Depute Chief Executive and Director of Housing, Operations and Development introduced the report.

Councillor Alec Clark, seconded by Councillor Martin Kilbride, moved the recommendations as outlined in the report.

A full discussion took place in relation to this report including questions raised and responded to by the Depute Chief Executive and Director of Housing, Operations and Development and the Head of Roads, Ayrshire Roads Alliance.

The Council

Decided:

- (1) to note the progress made by East Ayrshire Council-Ayrshire Roads Alliance in leading the Pan-Ayrshire procurement for the Electric Vehicle Infrastructure Concession Contract, in partnership with North Ayrshire Council;
- (2) to note the issuing of Stage 2 Invitation to Tender (ITT) in October 2025 and the tender evaluation and contract award completed in April 2026;
- (3) to note the continuation of joint working across the three Ayrshire authorities to progress mobilisation and delivery of the Ayrshire EV Infrastructure Programme, supported by Transport Scotland EVIF grant funding and Scottish Futures Trust (SFT); and
- (4) to note the contract award by East Ayrshire Council as lead authority.

15. Consideration of Above Confidential Report.

Following advice from the Chief Governance Officer, the Council

Decided: to authorise the disclosure of the following report under Standing Order 32.4 following the signing of the contract, subject to redactions:-

- Update on Ayrshire Roads Alliance Electric Vehicle Infrastructure Strategy with North Ayrshire: Procurement Progress and Next Steps

Provost

Provost thanked everyone in attendance for their contribution.

The meeting ended at 1.15 p.m.

South Ayrshire Council
Report by Chief Executive
to Council
of 25 June 2026

Subject: Implementation of HMRC Mileage Rates

1. Purpose

- 1.1 The purpose of this report is to seek approval from Council to adopt the updated HMRC Mileage rate for car users, increasing the current rate of 45 pence per mile to 55 pence per mile.

2. Recommendation

2.1 It is recommended that the Council:

2.1.1 approves the implementation of the revised HMRC mileage rate of 55 pence per mile, with retrospective effect from 1 April 2026; and

2.1.2 authorises the Chief HR Officer to apply any future HMRC mileage rate changes automatically.

3. Background

- 3.1 HMRC sets the national approved mileage rates that organisations may use to reimburse employees for business travel in their own vehicles without generating a taxable benefit.

- 3.2 The current rate has been revised to 55 pence per mile for the first 10,000 miles with a lower rate applying thereafter. The lower rate remains unchanged.

- 3.3 Aligning with HMRC rates ensures the Council remains competitive as an employer, supports recruitment and retention, and avoids staff being financially disadvantaged when using their own vehicles for business travel.

4. Proposals

- 4.1 It is proposed that the Council adopts the HMRC rate of 55 pence per mile for all eligible business mileage claims.

- 4.2 The change will be implemented by Human Resources and the Accounts Payable team through Oracle Fusion, with updated guidance issued to all employees.

- 4.3 To streamline future processes, it is proposed that officers be authorised to implement any subsequent HMRC mileage rate changes automatically, ensuring the Council remains aligned with national standards without requiring further Council approval.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The cost of implementing the revised mileage rate of 55 pence per mile will result in additional expenditure. Based on previous annual mileage claims, the estimated increase in cost is approximately £96,000, which will be met within existing service budgets.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 Risk Implications of Adopting the Recommendations

8.1.1 There are no risks associated with adopting the recommendations.

8.2 Risk Implications of Rejecting the Recommendations

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

9. Integrated Impact Assessment (incorporating Equalities)

Our Integrated Impact Assessment (IIA) considers the following areas:

- Public Sector Equality Duty, Human Rights and Fairer Scotland Duty:
- United Nations Convention on the Rights of the Child (UNCRC).
- Sustainability, climate change and biodiversity.
- Potential impact on older people.
- Rural communities.
- Health and wellbeing.
- A trauma informed organisation; and
- The Promise.

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an Integrated Impact Assessment is not required.

10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Brian Connolly, Portfolio Holder for Economy and Strategy Policy Lead, and Councillor Ian Davis, Portfolio Holder for Finance and Corporate Services, and the contents of this report reflect any feedback provided.
- 13.3 The Trade Unions have been consulted and have raised no objections to the proposals set out in this report.

14. Next Steps for Decision Tracking

- 14.1 If the recommendations above are approved by Members, the Chief Executive will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Make the necessary arrangements to update guidance and mileage rates.	July 2026	Chief HR Officer

Background Papers **None**

Person to Contact **Wendy Wesson, Chief HR Officer**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612186
Email wendy.wesson@south-ayrshire.gov.uk

Date: 10 June 2026

South Ayrshire Council

**Report by Chief Governance Officer
to South Ayrshire Council
of 25 June 2026**

Subject: Schedule of Meetings

1. Purpose

- 1.1 The purpose of this report is to submit for approval an amended timetable of meetings for April 2027.

2. Recommendation

- 2.1 **It is recommended that the Council approves the amended timetable of Council and Panel meetings for April 2027 as detailed in Appendix 1.**

3. Background

- 3.1 The next Local Government Election is scheduled to take place on 6 May 2027. The final Council meeting – for approval of minutes – was scheduled to take place on 29 April 2027, however, due to the County Hall being utilised for postal votes, this meeting will require to be brought forward.

4. Proposals

- 4.1 The Council is asked to consider for approval the proposed timetable of meetings contained in Appendix 1. This has been prepared in accordance with the current Scheme of Delegation; and the next Local Government Election scheduled to take place on 6 May 2027.

5. Legal and Procurement Implications

- 5.1 The contents of this report are in compliance with the provision of the Local Government (Scotland) Act 1973, as amended.

- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 Minimal costs for attending meetings, etc, can be met from existing budget.

7. Human Resources Implications

- 7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 In the absence of an amended timetable, the Council will be unable to webcast its meetings.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

13. Link to Shaping Our Future Council Yes No

13.1 Not applicable.

14. Results of Consultation

14.1 There has been no public consultation on the contents of this report.

14.2 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Chief Governance Officer will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Publish the amended meeting timetable	3 July 2026	Service Lead – Democratic Governance

Background Papers [Scheme of Delegation](#)

Person to Contact **Catriona Caves, Chief Governance Officer**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612556
E-mail catriona.caves@south-ayrshire.gov.uk

Date: 26 May 2026

Proposed Amended Schedule of Meetings – April 2027

2027			
Recess - Schools close on Thursday 25 March 2027 and re-open on Monday 12 April 2027			
Friday 26 March 2027 – Public Holiday Monday 29 March 2027 – Public Holiday			
Week 4			
Tuesday 13 April	10.00 am	Service and Partnerships Performance Panel	
Wednesday 14 April	10.00 am	Licensing Board	
Thursday 15 April	10.00 am	Regulatory Panel - Licensing	
Week 5			
Tuesday 20 April	2.00 pm	Local Review Body	
Wednesday 21 April	9.30 am	Licensing Board (for approval of minutes only)	
Wednesday 21 April	10.00 am	Regulatory Panel - Planning	
Thursday 22 April	10.00 am	South Ayrshire Council (for approval of minutes only)	
Monday 3 May 2027 – Public Holiday			
Thursday 6 May 2027 - Local Government Election			

South Ayrshire Council
Report by Chief Executive
to South Ayrshire Council
of 25 June 2026

Subject: South Ayrshire Charitable Trust 2026/27

1. Purpose

- 1.1 The purpose of this report is to provide an update to trustees on the donations and grants made by South Ayrshire Charitable Trust in the financial year 2025-2026 and to consider a business plan for the financial year 2026-2027.

2. Recommendations

- 2.1 It is recommended that Members as Trustees:**

2.1.1 note the grants and donations made by the South Ayrshire Charitable Trust in the financial year 2025-2026 as detailed in [Appendix 1](#);

2.1.2 approve the Business Plan for the operation of South Ayrshire Charitable Trust for the year 2026-2027 as detailed in [Appendix 2](#) ;

3. Background

- 3.1 The creation of South Ayrshire Charitable Trust (SACT) was approved by Members in 2014 with the purposes of (a) the prevention and relief of poverty; and (b) the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage. The Elected Members of South Ayrshire Council are ex-officio the Trustees of SACT.
- 3.2 The assets from twenty-three historic trusts were transferred to SACT on 1 April 2016, all of which were administered by South Ayrshire Council where the purposes could no longer be given effect to. The assets transferred remained ring-fenced for the geographic area of the trust from which they came.
- 3.3 The Trustees subsequently approved a Business Plan for the operation of SACT in which decisions for disbursement of funds were delegated to Committees of Trustees, comprising the Elected Members for the areas of Ayr; Prestwick and Monkton; Troon; Coylton; Maybole; Barr; and Girvan which married with the geographic areas of the historic trusts.

- 3.4 Applications for grant funding were invited following the inception of SACT, and over £700,000 was subsequently disbursed to local groups, organisations and individuals in line with the purposes of SACT by way of grants and donations over the following years.
- 3.5 As at 31 March 2025, less than £1,000 remained available to disburse and as a consequence, Members approved resources of £50,000 in the Council's 2025/26 revenue budget for a small grants scheme. Officers considered options as to how such a scheme might operate, including the continuation of SACT and other potential models within Council services.
- 3.6 Members decided on 18th September 2025 to donate the revenue budget for a small grants scheme to SACT on a recurring basis. Members agreed SACT could use the sums donated for grants and donations to individuals and organisations.
- 3.7 Members as trustees of SACT agreed to accept the donation and agreed a business plan for the operation of the trust in relation to the remaining funds held by the trust and for the funds donated by the Council. Members as Trustees approved the Business Plan for the operation of SACT in 2025/26 and agree to delegate decisions on the award of grants and donations to the Committees as set out in the Business Plan. The constitution of the committees and split of the donated funds available in 2025/26 is set out in the table below-

Wards	Funding
Ayr North, Ayr East and Ayr West	£18,750
Troon	£6,250
Prestwick	£6,250
Kyle	£6,250
Maybole, North Carrick and Coylton	£6,250
Girvan and South Carrick	£6,250

- 3.8 The funding from the Council was approved on a recurring basis and as such, it was recommended that the Business Plan and Committee arrangements continue to be reviewed on an annual basis.

4. Proposals

- 4.1 The SACT grant scheme was publicised on social media and in Council publications in 2025. Twenty-nine grant applications were received in total. The Members as trustees are asked to note the awards of grants and donations made in 2025/26 as detailed in Appendix 1. The Prestwick and Kyle committees did not receive any grant applications. The members of the Kyle Committee wished to carry the funds forward to 2026/27 to increase the funds available. The members of the Prestwick Committee

met and made donations to local organisations who in their view met the trust purposes.

4.2 The Members as trustees of SACT are asked to note the funds available for each committee in 2026/27 are as follows:-

- Troon £8,875
- Prestwick £6,250
- Ayr North; Ayr West; Ayr East £26,925
- Kyle £11,875
- Maybole, North Carrick and Coylton £11,125
- Girvan and South Carrick £6,250

Members in their capacity as trustees are also asked to approve the business plan for the operation of SACT in 2026/27 as set out in Appendix 2. The business plan sets out the grant limits for each area for 2026/27 and which takes account the funds available to each area. The grant limits have been increased in the hope of attracting more grant applications. Additionally, in line with the wishes expressed by Members in their capacity as trustees, more clarity has been provided in the Business Plan in relation to when an application from an individual will be considered and what evidence will require to be produced.

4.3 Governance costs, including administrative costs and audit fees, of approximately £5,000 per annum have been incurred by SACT in recent years. These costs will continue to be incurred at a similar level, allowing for the future impact of inflationary pressures, thereby reducing the amounts available to disburse in line with previous practice.

4.4 The only funds remaining of the original funds are those held external investments in the name of historic Trusts and Trustees for Girvan which are currently inaccessible. Staff in Corporate and Service Finance continue to work to access these funds. Should funds become available in the coming financial year then the advertising process and application administration is undertaken by Thriving Communities with support from Legal Services. The business plan in Appendix 2 sets out the limits for grant spending for the original fund.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements. Legal advice will continue to be provided to Elected Members, in their capacity as both Councillors and Trustees, as required.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The recurring contribution to SACT will allow the Council to meet its obligation in the 2026/27 budget for the provision of a small grants scheme. There are no other financial implications.

7. Human Resources Implications

7.1 There are no human resource implications.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 If the recommendations are rejected, the funds allocated in the budget may not be spent as intended for the benefit of the residents of South Ayrshire Council and may be subject to delay.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposal is in relation to day-to-day operations or maintenance of existing assets therefore an Integrated Impact Assessment is not required.

10. Sustainable Development Implications

11. **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy. **Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council Priority One of 'Spaces and Places' (outcome: 'Play, sport and recreation'); Priority Two 'Live, work learn' (outcome: 'work and economy') and Priority Three Civic and Community Pride' (outcome: 'community engagement')

13. **Link to Shaping Our Future Council** Yes No

13.1 Not applicable.

14. Results of Consultation

14.1 There has been no public consultation on the contents of this report.

14.2 Consultation has taken place with Councillor Ian Davis, Policy Lead for Finance and Corporate Services, and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Chief Governance Officer will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Advertising for grant applications for South Ayrshire Charitable Trust for the year 2026/27	31 August 2026	Service Lead - Thriving Communities

Background Papers **Report to South Ayrshire Council of 18 December 2014 – [Consolidation of Charitable and Non-Charitable Trust Funds Administered by South Ayrshire Council](#)**

Report to South Ayrshire Council of 25 June 2015 – [South Ayrshire Charitable Trust](#)

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Date: 13 May 2026

SUMMARY OF GRANT AND DONATIONS BY SOUTH AYRSHIRE CHARITABLE TRUST 2025-26

WARD 1 (TROON)-

Donations

1. Troon's Men's Shed- £1000
2. Micah Project Troon -£1000
3. Irvine and Troon Cancer Support- £500
4. Ayrshire Cancer Support -£500

WARD 2 (PRESTWICK)-

Donations

1. Cycling Without Age Scotland (Prestwick) -£500
2. Nexus (Prestwick) -£625
3. Ayrshire Eye Foundation - £1500
4. Ayrshire Cancer Support - £1000
5. Night Before Xmas -£1000
6. Dementia Friendly- £500
7. New Diamonds Club- £500

WARDS 3.4.5 (AYR NORTH, AYR EAST, AYR WEST)

Grants

1. Ayrshire Cancer Support- £1500
2. Ayrshire Eye Foundation- £1500
3. Ayrshire Tigers Powerchair Football- £1500
4. Heathfield Community Association- £1500
5. South Ayrshire Foodbank -£1000
6. Individual - £200

Donations

1. Newton Primary Foodbank- £1500

WARD 6 (KYLE)

No grant applications were received.

WARD 7 (MAYBOLE, NORTH CARRICK AND COYLTON)

Grants

1. Carrick Rugby Football Club - £250
2. Maybole Bowling Club- £500

(WARD 8 (GIRVAN AND SOUTH CARRICK))

Grants

1. Girvan Bridge Club- £500
2. Girvan Development Group -£500
3. Harbour Ayrshire - £500
4. Maidens T Club- £500

Donations

1. Milestone Church Girvan (Foodbank)- £1000
2. Girvan's Men's Shed - £300
3. Cosy Spaces - £325
4. C.A.N. Girvan - £1000
5. Duff Street Kitchen -£1000

South Ayrshire Charitable Trust – Business Plan 2026/27

1.The Trust

The South Ayrshire Charitable Trust was established in 2015. The following comments are made regarding the trust deed:

(a) The trustees are the Councillors of South Ayrshire Council and their statutory successors in office. All trustees will be appointed on an ex officio basis.

(b) The South Ayrshire Charitable Trust is designed to assist and improve the lives of those who are in need because of poverty, age, ill-health, disability, financial hardship or other disadvantage, and who are resident within the South Ayrshire area.

(c) The funds which made up the initial trust fund came from trusts which were designed to benefit specific geographic areas within South Ayrshire. The funds which originated from these trusts remained ring fenced for these specific geographic areas. The funds which made up the initial trust fund have been spent bar an amount held in external investments for the town of Girvan. The existing Committee for Girvan will remain in place solely to deal with these remaining funds and their dispersal either by grant or donation. The remaining Committees will also remain in place should any grants or donations be returned by the recipients. These are provided for in Annex 1.

(d) Further sums have been contributed to South Ayrshire Charitable Trust by South Ayrshire Council. The trustees appoint from their number trustees who sit on Committees relative to each of six geographic areas being the areas for the following Council wards-

(i) Ayr East, Ayr North and Ayr West

(ii) Troon

(iii) Kyle

(iv) Prestwick

(v) Maybole, North Carrick and Coylton and

(vi) Girvan and South Carrick.

This is further provided for in Annex 1. The funds contributed are apportioned dependent upon the number of wards represented on each Committee. These Committees will decide grant applications and make donations from the funds allocated to these geographic areas.

(e) A minimum of three trustees is appointed for each Committee. The trustees for each Committee are detailed in Annex 1. A quorum of two is sufficient for all decisions regarding the awarding of grants and donations from the trust funds from the said Committees. (hereinafter referred to as 'the Committees').

2. Purposes of the South Ayrshire Charitable Trust

The purposes of the South Ayrshire Charitable Trust are:

- (a) the prevention or relief of poverty; and
- (b) relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage and who are resident in South Ayrshire.

3. Limitation of Value of Funding

The limitation on particular grants and donations is strictly at the discretion of the trustees. While grants agreed by the trustees will be subject to the grant conditions outlined in this Business Plan, there may also be occasions where the trustees decide to make specific donations to individuals, groups and organisations within the limits of the funds remaining to their trust area.

The limitation on a single grant for the year 2026-2027 will be £1000 from the initial trust fund and for the sums contributed by South Ayrshire Council as follows for each Committee detailed in Annex 1 -

- (i) Ayr East, Ayr North and Ayr West - £2000
- (ii) Troon -£1500
- (iii) Kyle -£2000
- (iv) Prestwick -£1000
- (v) Maybole, North Carrick and Coylton -£2000
- (vi) Girvan and South Carrick.- £1000

The limits on grants will be reviewed on an annual basis at a meeting of all the trustees.

4. Who can apply for Grant Funding?

Individuals, groups and organisations can apply for grant funding provided they can demonstrate to the satisfaction of the trustees that the funding will be utilised for the trust purposes.

Individual applicants will require to demonstrate to the satisfaction of the trustees that the grant income is for a specific need and not simply to supplement benefit income. They must provide evidence of the reason for the grant application i.e. a letter of support from a GP or a consultant; social worker or aid worker. Individual applicants will be signposted to the Scottish Welfare Fund and South Ayrshire Council's Information and Advice Team and will be asked to confirm if they made an application to the Scottish Welfare Fund or sought advice from the Information and Advice Team and the outcome of the application or advice.

All grant applicants will require to show to the trustees that the funding will be utilised for the benefit of the residents of the specific geographical area which the Committee represents.

All grant applicants must provide sufficient evidence to support their grant application and evidence of the costs outlined in the grant application.

5. The Use of Trust Funds

In relation to the initial trust fund revenue generated from the capital of the trust funds and where the trustees consider it reasonable the capital of the trust fund will be used to support and improve the lives of residents in South Ayrshire through grants and donations. Grants and donations must meet the trust purposes and be utilised for the benefit of the residents of the specific geographical area which the Committee represents

The sums contributed by South Ayrshire Council will be used for grants and donations to support and improve the lives of residents in South Ayrshire. Applicants for grants must demonstrate to the trustees that the grant will be used for a purpose which aligns with the purposes of this trust and the funding will be utilised for the benefit of the residents of the geographical area represented by the Committee. The trustees may make donations to Individuals, groups and organisations for a purpose which aligns with the purposes of the trust and specify that the donation be used for the benefit of residents of the geographical area represented by the Committee.

6. Application for Grants

The trust will be highlighted to Individuals, groups and organisations at least once per annum via the South Ayrshire Council website and other appropriate methods of publication. Prospective applicants will be notified of the funding criteria and how to obtain application forms.

An application form will be completed by the applicant and returned to South Ayrshire Council.

Applications will then be examined by officers and if they are fully completed they will be passed before the relevant Committee of Trustees at a meeting for consideration.

The Committees will meet at least once on a yearly basis to consider the grant applications and award grants. The decisions on which applications are awarded funding will be at the discretion of the Committees of Trustees.

Grants will be issued by South Ayrshire Council from the accounts they hold for the trust.

Applicants will be required to provide an evaluation form detailing how grant funds were spent and evidence of spending. If they fail to do so the Committees can decide not to fund future applications.

Annex 1

(a) Initial Trust Fund

(i) Funds for the benefit of Girvan

The Committee of Trustees will be the Members who represent Ward 8

(ii) Funds for the benefit of Ayr

The Committee of Trustees will be the Members who represent Wards 3, 4 and 5.

(iii) Funds for the benefit of Prestwick and Monkton

The Committee of Trustees will be the Members who represent Wards 2 and 6.

(iv) Funds for the benefit of Troon

The Committee of Trustees will be the Members who represent Wards 1.

(b) Sums Contributed by South Ayrshire Council

(i) Ayr East, Ayr North and Ayr West

The Committee of trustees will be the Members who represent Wards 3,4 and 5

(ii) Troon

The Committee of trustees will be the Members who represent Ward 1.

(iii) Prestwick

The Committee of trustees will be the Members who represent Wards 2

(iv) Kyle

The Committee of trustees will be the Members who represent Wards 6

(v) Maybole, North Carrick and Coylton

The Committee of trustees will be the Members who represent Ward 7.

(vi) Girvan and South Carrick

The Committee of trustees will be the Members who represent Ward 8.

South Ayrshire Council

**Joint Report by Chief Financial Officer and Chief Governance Officer
to South Ayrshire Council
of 25 June 2026**

Subject: Audit and Governance Panel – 2025/26 Annual Report

1. Purpose

- 1.1 The purpose of this report is to provide the Council with the Audit and Governance Panel annual report for 2025/26.

2. Recommendation

- 2.1 **It is recommended that the Council considers and approves the Audit and Governance Panel annual report for 2025/26 (attached as [Appendix 1](#)).**

3. Background

- 3.1 At its meeting on 6 December 2023, as part of its consideration of the report entitled 'Audit and Governance Panel – 2023 Annual Self-Assessment Outcome', the Panel agreed to receive an annual joint report by the Chief Governance Officer and the Chief Financial Officer outlining the work of the Audit and Governance Panel for the previous financial year; and thereafter to remit the report to Council for consideration.
- 3.2 At its meeting on 3 June 2026, the Audit and Governance Panel considered the Annual Report for 2025/26 and requested that the report be submitted to Council on 25 June 2026 for consideration.

4. Detail

- 4.1 The Audit and Governance Panel (AGP) annual report for 2025/26 is attached as [Appendix 1](#) and contains information on the following:
- 4.1.1 AGP membership and meetings held during the year;
 - 4.1.2 summary information on AGP activity and decisions during the year; and
 - 4.1.3 an annual assurance statement by the Chair of the AGP.
- 4.2 The Council is asked to consider and approve the Audit and Governance Panel annual report for 2025/26.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with rejecting the recommendations.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report do not require to be assessed through an Integrated Impact Assessment.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

13. Link to Shaping Our Future Council Yes No

13.1 Not applicable.

14. Results of Consultation

14.1 There has been no public consultation on the contents of this report.

14.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

- 15.1 If the recommendations above are approved by Members, the Chief Financial Officer will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
No action required	Not applicable	Not applicable

Background Papers **Report to Audit and Governance Panel of 6 December 2023 – [Audit and Governance Panel – 2023 Annual Self-Assessment Outcome](#)**

Report to Audit and Governance Panel of 3 June 2026 – [Audit and Governance Panel – 2024/25 Annual Report](#)

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Date: 27 May 2026

Audit and Governance Panel Annual Report 2025/26

Draft for Approval

Contents

1. **Introduction**
2. **Audit and Governance Panel (AGP) Terms of Reference and Delegations**
3. **AGP Membership and Meetings**
4. **AGP Activity and Performance**
5. **AGP Assurance Statement**

1. Introduction

The Chartered Institute of Public Finance and Accountancy (CIPFA) published recommended best-practice guidance for the operation of Audit Committees in local authorities across the United Kingdom in its publication entitled 'Audit Committees: Practical Guidance for Local Authorities and Police (2013)' (the 'guidance'); and in its subsequent 'Position Statement: Audit Committees in Local Authorities and Police (2022)' (the 'position statement').

The guidance and position statement are seen as an integral element of the corporate governance framework.

A key element of the guidance is that an Audit Committee should be held to account on a regular basis. In practice within South Ayrshire Council this means accountability to full Council. The guidance recommends that the preparation of an annual report by the Audit Committee can be a helpful way to enable the Committee to demonstrate its accountability to the Council.

Within South Ayrshire Council, the Audit and Governance Panel undertakes the 'Audit Committee' role alongside its wider governance remit.

2. Audit and Governance Panel Terms of Reference and Delegations

The terms of reference and delegations to the Audit and Governance Panel derive from the decision made by South Ayrshire Council to establish an Audit and Governance Panel and to delegate specific powers to the Panel rather than to reserve those powers to itself.

The current terms of reference and delegations to the Audit and Governance Panel are set out in detail in Section 3 ('Terms of Reference and Delegations to Scrutiny Panels') of the Council's Scheme of Delegation, effective November 2025.

The core remit of the Audit and Governance Panel is to provide independent assurance on the adequacy of the Council's arrangements for risk management, corporate governance, and internal control.

This Annual Report has been prepared to:

- meet the requirements of the CIPFA guidance and position statement;
- meet the requirements of the Council's Scheme of Delegation;
- ensure that the Panel clearly reports to the Council on the adequacy of the Council's risk management, corporate governance, and internal control arrangements; and
- inform the Council about the Audit and Governance Panel's activity and performance for the 2025/26 financial year.

3. Audit and Governance Panel Membership and Meetings

Panel Membership

The following elected members served on the Audit and Governance Panel during 2025/26:

- Councillor Julie Dettbarn (Chair);
- Councillor Brian McGinley (Vice-Chair);
- Councillor Kenneth Bell;

- Councillor Wullie Hogg (from January 2026)
- Councillor Mary Kilpatrick (until December 2025);
- Councillor Alan Lamont (until December 2025);
- Councillor Bob Pollock;
- Councillor Cameron Ramsey; and
- Councillor George Weir.

Quorum for the Audit and Governance Panel is three Members.

In December 2025 both Councillors Kilpatrick and Lamont resigned from the panel with one of the vacant positions being filled by Councillor Wullie Hogg. At present there is still one vacant position remaining unfilled.

Meeting schedule

The Audit and Governance Panel met on ten occasions during 2025/26:

4 June 2025	25 June 2025	3 September 2025	24 September 2025 (Special)
1 October 2025	5 November 2025	3 December 2025	25 February 2026
	25 March 2025	6 May 2026	

All Panel meetings took place in compliance with the Council's Scheme of Delegation and Standing Orders. Since August 2020 meetings have been held using the Council's hybrid meeting platform to allow remote and physical participation. Since June 2022, meetings have been live-streamed and made available publicly on the Council's live streaming website.

Overall, a 71% Panel Member attendance at meetings was achieved during the year, either in person or remotely, as shown in the table below. This is a deterioration from the 82% achieved in 2024/25.

Date of meeting	In Person	Remote	Apologies	Total	% attendance
4 June 2025	5	1	2	8	75.0%
25 June 2025	6	1	1	8	87.5%
3 September 2025	3	2	3	8	62.5%
24 September 2025	4	1	3	8	62.5%
1 October 2025	4	-	4	8	50.0%
5 November 2025	5	1	2	8	75.0%
3 December 2025	6	1	1	8	87.5%
25 February 2026	3	1	3	7	57.1%
25 March 2026	4	2	1	7	85.7%
6 May 2026	5	-	2	7	71.4%
			Ave		71.4%

4. Audit and Governance Panel Activity and Performance

The Audit and Governance Panel Annual Report enable the Panel to clearly demonstrate delivery of its key responsibilities and accountabilities for providing the Council with independent assurance on the adequacy of arrangements for risk management, governance, and internal control.

Scrutiny Activity

The Panel performed its scrutiny work during 2025/26 by receiving a total of forty-one reports (thirty-nine in 2024/25) in relation to, considering, scrutinising, and following up the outcomes from reports from various assurance providers, including:

- Internal Audit and Corporate Fraud;
- Corporate Finance;
- External Audit;
- Risk Management;
- External Regulatory or Assurance bodies; and
- Other Governance and Scrutiny reporting.

Detailed information on the reports received and action taken in relation to the above is shown in [Annex A](#) (pages 8 to 18 of this appendix).

Copies of the AGP agenda papers for the current meeting cycle and approved Minutes of meetings of the Audit and Governance Panel are available to the public on the Council's website.

Training Activity

A number of Members briefing sessions took place during 2025/26 to ensure the continued development of Members knowledge, skills and experience. Details of all the sessions that were held during the year are provided in the table below. Some of the sessions, as described in the table, had a specific relevance for Members of the AGP.

Date	Title of training session	Specific relevance to AGP
23 April 2025	Common Good	No
23 April 2025	Financial Inclusion	No
21 May 2025	Dolphin House Outdoor Education Centre	No
21 May 2025	Accessible Ayr Project	No
28 May 2025	Ayr Parking Strategy	No
11 June 2025	Community Benefits Process	No

Date	Title of training session	Specific relevance to AGP
11 June 2025	Rural Housing Study	No
21 Aug 2025	SA Charitable Trust	No
21 Aug 2025	Development of Potential Capital Projects	No
27 Aug 2025	2026-27 Budget Briefing	No
27 Aug 2025	Belleisle Golf Options Appraisal	No
11 Sept 2024	Memorial Policy	No
44 Sept 2024	Health and Wellbeing Team (Sport & Physical Activity)	No
22 Oct 2025	2026-27 Budget Update	No
22 Oct 2025	Cyber Risk and Business Continuity	Yes
19 Nov 2025	The Promise	No
19 Nov 2025	Local Development Plan 3 (LDP3) - Process & Progress	No
10 Dec 2025	Child and Adult Protection	No
21 Jan 2026	Disruptive Weather	No
26 Jan 2026	2026-27 Budget Update	No
3 Feb 2026	Scrutiny Panel Workshop	Yes
18 Feb 2026	Safe & Together	No
18 Feb 2026	Ayr Town Centre Regeneration Update	No
25 Mar 2026	ARA Parking Review and Outsourcing	No
22 April 2026	Good Governance Framework	Yes

Annual Survey – Feedback

Members – Twenty-one Elected Members were asked for anonymous feedback on their interaction with the Panel during the year. Seven responses were received and are presented below.

Rating	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %
Quality of Panel Reports	43	57	0	0
Interaction During Meeting	4	86	0	0
Effective Role of Panel in Decision Making Structure	0	86	14	0

The information above reflects that Members are satisfied (strongly agree or agree) with the quality of reports at Panel and the manner in which the Panel conducts its business as part of the Council's decision-making structure.

Officers - Twelve officers, who regularly interact with the Panel were asked for feedback on their interaction with the Panel during the year. Seven responses were received and are presented below.

Rating	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %
Panel's Understanding of Tabled Reports	57	43	0	0
Effective Role in Decision Making Structures Relative to Service Requirements	57	43	0	0

The information above similarly reflects officers' satisfaction in relation to the Panel's understanding of reports and its effective decision making relative to individual services..

Self-Assessment Performance

In line with the CIPFA document 'Audit Committees: Practical Guidance for Local Authorities and Police – 2022 Edition', with particular reference to the 'Self-Assessment of Good Practice – Checklist' provided within that document, the Audit and Governance Panel undertook its annual self-assessment in September 2025, with the results being reported to the Panel in December 2025.

In general terms, the outcome of the self-assessment, as evidenced by the score of 196 out of 200, is an improvement on the self-assessment undertaken in 2024 (192 out of 200), with Members being satisfied with the effectiveness of the Panel in undertaking its role and discharging its functions within the Council's decision-making arrangements in most respects.

Notwithstanding the considered overall general effectiveness of the Panel, one important matter was raised relative to which an action for improvement was required. A summary of the agreed action is provided in the table below along with an assessed status update on progress to date.

Proposed action	Responsible Officer	Due Date	Status
Reassess Members training needs and develop a new training programme as required.	Service Lead – Democratic Governance	Feb 2026	Complete – Proposed Panel specific training report considered by Audit and Governance Panel in March 2026

5. Audit and Governance Panel Assurance Statements

The work of the Audit and Governance Panel during and in relation to 2025/26 is detailed at Section 4. This work was supported by reports, information and assurance statements from various sources including internal and external auditors, council management and regulatory or inspection bodies.

I have taken account of the breadth and depth of work performed by the Panel during the year to enable the Panel to provide the Council with independent assurance on the adequacy of its arrangements for risk management, governance, and control.

I can, therefore, provide the Council with reasonable assurance of the adequacy of the arrangements for risk management, governance, and control, based on the work undertaken by the Panel.

I can also confirm, in relation to its terms of reference, delegations and performance, that during the year the Panel:

- operated in accordance with the Council's Scheme of Delegation which sets out the approved remit and delegations to the Audit and Governance Panel;
- operated in accordance with the requirements of the CIPFA 'Audit Committees Practical Guidance for Local Authorities and Police (2013)' and 'Position Statement: Audit Committees in Local Authorities and Police (2022)';
- received and took assurance from updates for Internal Audit reviews and assignments, sought any necessary clarification from council management on audit findings and assurance from management that agreed improvement actions to internal control, risk management and corporate governance arrangements would be implemented as agreed;
- satisfied itself that, for all improvement actions set out in Internal Audit reports, appropriate systems are in place to follow-up, monitor, evidence and report their implementation;
- noted the Internal Audit Annual Reports for 2024/25 and the Chief Internal Auditor's 'Audit Opinions for the Annual Governance Statement'. The Reports provided the Panel with reasonable assurance from the Chief Internal Auditor on the adequacy and effectiveness of the Council's internal control, risk management and corporate governance arrangements, based on the work of Internal Audit during the respective year;
- noted reports from the Council's external auditor, Audit Scotland, including the Annual Reports to Members and the Controller of Audit for the financial year ended 31 March 2025. The Panel sought any necessary clarification from management on audit findings and assurance that any agreed improvement actions to internal control, risk management and corporate governance arrangements would be implemented as agreed;
- noted and took assurance from risk management reports to fulfil its delegated function to monitor the effective development and operation of arrangements for the management of risk in the Council. The Panel undertook regular review and scrutiny of the development of the Strategic Risk Register and corporate risk management arrangements;
- noted corporate fraud reports on actual and potential frauds, losses, thefts, or financial irregularities reported or identified from counter fraud work and the Council's participation in the National Fraud Initiative exercise. This enabled the Panel to fulfil its delegated function to monitor the effective development and operation of

arrangements for the prevention and investigation of fraud and irregularity. The Panel scrutinised and monitored the Council's counter fraud activity and compliance with best practice and any legal requirements;

- noted the audited Annual Accounts for the Council and for the Council's Common Goods Funds and Charitable Trusts for 2024/25 and considered the draft, unaudited Annual Accounts for 2024/25 prior to submission to the external auditor; and
- approved the minutes of meetings held by the Panel as a record of attendance, its proceedings and the decisions made by the Panel.

In terms of the statutory requirements and timescales set out in the Local Authority Accounts (Scotland) Regulations 2014 I can also confirm that the Audit and Governance Panel undertook the following activities in relation to the Council's annual accounts during the year (as those related specifically to the 2024/25 annual accounts process):

- received and noted the Council's draft, unaudited Annual Accounts for 2024/25 by the statutory deadline of 30 June and considered the draft, unaudited Annual Accounts prior to submission to the external auditor;
- received and noted the draft Annual Governance Statement for 2024/25 included within the draft Annual Accounts by the statutory deadline of 30 June; and
- received and took assurance from the Internal Audit report on the annual review of the effectiveness of the Council's risk management, corporate governance and internal control arrangements and compliance with the Council's Code of Corporate Governance, which informed the Panel's consideration of the Annual Governance Statement for 2024/25.

Councillor Julie Dettbarn
Chair of the Audit and Governance Panel

May 2026

Internal Audit and Corporate Fraud

The Panel received twelve reports from the Chief Internal Auditor in relation to planned and unplanned audits, other annual assurance work, and counter-fraud activity.

This enabled the Panel to oversee the work of Internal Audit and Corporate Fraud in relation to the provision of assurance on the Council's framework of arrangements for risk management, corporate governance, and internal control and in terms of corporate counter-fraud arrangements. Details of the Internal Audit and Corporate Fraud reports and other outputs considered during, or in relation to, 2025/26 are set out in Table 1 below.

Table 1

Report	Panel Date	Purpose	Panel Action
Corporate Fraud – Activity report and update on 2024/25 National Fraud Initiative	4 June 2025	to advise Members of the Corporate Fraud Team’s (CFT) activity for the year to 31 March 2025 and to provide an update on the progress of the 2024/25 National Fraud Initiative exercise	<ul style="list-style-type: none"> considered the CFT activity for the year to 31 March 2025 noted the update on the 2024/25 National Fraud Initiative (NFI)
The Global Internal Audit Standards (GIAS) in the UK Public Sector	4 June 2025	to advise the Audit and Governance Panel of the requirements of the new Global Internal Audit Standard (GIAS), the Application Note: GIAS in the UK Public Sector and the CIPFA Code of Practice for the Governance of Internal Audit in Local Government.	<ul style="list-style-type: none"> noted the new requirements of the Global Internal Audit Standards and that the results of the self-assessment against conformance with the new standards will be reported to this Panel in February 2026
Internal Audit annual Report 2024/25	25 June 2025	to report on the internal audit activity during 2024/25 and to provide an independent opinion on the adequacy and effectiveness of the Council's	<ul style="list-style-type: none"> noted the Internal Annual Audit report and assurance statement

Report	Panel Date	Purpose	Panel Action
		governance, risk management and internal control systems	
Internal Audit Annual Update Report – Integration Joint Board (IJB)	3 Sept 2025	to provide an annual report for information to the Panel on internal audit work carried out for the Integration Joint Board (IJB) by the South Ayrshire Council for the year ended 31 March 2025	<ul style="list-style-type: none"> noted the content of the report.
Internal Audit – Progress Report (Quarter 1 2025/26)	3 Sept 2025	to advise Members of progress of the 2024/25 internal audit plan, progress of the 2025/26 internal audit plan, directorates' progress against implementation of internal audit action plans	<ul style="list-style-type: none"> considered the content of the report approved the request for an extension to Internal Audit action 2025/06.01- to develop good practice guidance for using consultancy service to 30 September 2025.
Internal Audit Investigation Outcome Report (Confidential – Members only)	3 Sept 2025	to advise Members of the outcome of the investigation completed by Internal Audit	<ul style="list-style-type: none"> noted the outcome of the report and that Senior Management have also received a copy of the investigation report for information and further action where required noted the improvement actions contained in the report being taken forward by Senior Management and agrees that progress of the actions will be included within the Internal Audit quarterly progress reports to the Audit and Governance Panel until fully implemented noted there are various audit assignments included in the 2025/26 audit plan which are relevant to the areas included in this investigation

Report	Panel Date	Purpose	Panel Action
Internal Audit – Progress Report to 30 September 2025	5 Nov 2025	to advise Members of progress of the 2024/25 and 2025/26 internal audit plans and directorates’ progress against implementation of internal audit action plans	<ul style="list-style-type: none"> considered the content of the report
Internal Audit Plan 2025/26 – Midyear Review	5 Nov 2025	to seek approval for a revision to the 2025/26 Internal audit plan	<ul style="list-style-type: none"> approved the revised 2025/26 Internal Audit plan
Corporate Fraud Team – Six Monthly Activity Report and National Fraud Initiative Update	3 Dec 2025	to advise Members of the Corporate Fraud Team’s (CFT) activity from 1 April 2025 to 30 September 2025 and to provide an update on the National Fraud Initiative exercise to date	<ul style="list-style-type: none"> considered the CFT activity for the six-month period to 30 September 2025 noted the update on the 2024/25 NFI exercise which will continue to be included within future CFT activity reports until the exercise concludes
Internal Audit – Progress Report (Quarter 3 2025/26)	25 Feb 2026	to advise Members of progress of the 2024/25 and 2025/26 internal audit plans and directorates’ progress against implementation of internal audit action plans	<ul style="list-style-type: none"> considered the content of the report Agreed to extend the implementation date of action IA2023/30/04.01 to 30 April 2026
Global Internal Audit Standard in the UK Public Sector – Self Assessment Results	25 Feb 2026	to advise Members of the outcome of the Internal Audit self-assessment of conformance against the Global Internal Audit Standards (GIAS) in the UK Public Sector	<ul style="list-style-type: none"> noted the contents of the report, the summary results for all domains in Appendix 1, the self-assessment action plan in Appendix 2 and the detailed self-assessment outcome against Domain III “Governing the Internal Audit Function” in Appendix 3 agreed that progress against the action plan will be included within the quarterly update reports to this Panel until fully implemented

Report	Panel Date	Purpose	Panel Action
Proposed Internal Audit Plan 2026/27 (including Annual Review of Internal Audit Charter)	25 March 2026	to seek Audit and Governance Panel (AGP) approval for the revised Internal Audit Charter and the proposed Internal Audit Strategy and Internal Audit Plan and the reserve list for 2026-27	<ul style="list-style-type: none"> approved the revised Internal Audit Charter (Appendix 1) approved the Audit Strategy (Appendix 2) approved Annual audit plan and reserve list for 2026/27 (Appendix 3)

Corporate Finance

The Panel received various reports from the Council's Chief Financial Officer. This allowed the Panel to oversee the annual accounts process for the Council, for Common Good Funds and for the charitable trusts of which the Council is a trustee. The Panel also oversaw the Treasury Management activity through consideration of quarterly and annual update reports. Details of the eight reports considered are set out in Table 2.

Table 2

Report	Panel Date	Purpose	Panel Action
Annual Accounts 2024/25	25 June 2025	to present unaudited Annual Accounts for the year ended 31 March 2025	<ul style="list-style-type: none"> approved the accounting policies contained in the unaudited accounts considered the unaudited South Ayrshire Council and unaudited charitable trust accounts prior to submission to the External Auditor
Treasury Management Annual Report 2024/25	25 June 2025	to present, in line with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, the annual report of treasury management activities for 2024/25	<ul style="list-style-type: none"> considered the Annual Treasury Management Report 2024/25 remitted the Annual Treasury Management Report to the Council meeting on 18 September for approval

Report	Panel Date	Purpose	Panel Action
External Audit Reports – Progress to 30 June 2025	3 Sept 2025	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	<ul style="list-style-type: none"> scrutinised the progress against the Council's external audit improvement actions as presented in the report
Treasury Management and Investment Strategy Quarter 1 Update Report 2025/26	3 Sept 2025	to provide Members with an update on the 2025/26 treasury prudential indicators for the period April-June 2025 (Quarter 1) and provide an update on the latest wider economic position	<ul style="list-style-type: none"> scrutinised the contents of the report
Treasury Management and Investment Strategy Mid-Year Report 2025/26	3 Dec 2025	to provide Members with a mid-year treasury management update for the financial year 2025/26	<ul style="list-style-type: none"> scrutinised the contents of this report remitted the report to the Council meeting of 19 February 2026 for approval
External Audit Reports – Progress to 31 December 2025	25 Feb 2026	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	<ul style="list-style-type: none"> scrutinised the progress against the Council's external audit improvement actions as presented in the report
Treasury Management and Investment Strategy Quarter 3 Update Report 2025/26	25 Feb 2026	to provide Members with an update on the 2025/26 treasury prudential indicators for the period October-December 2024 (Quarter 3) and provide an update on the latest wider economic position	<ul style="list-style-type: none"> scrutinised the contents of this report
External Audit Reports – Progress to 31 March 2026	6 May 2026	to provide Members with an update on the progress that the Council is making in relation to external audit improvement actions	<ul style="list-style-type: none"> scrutinised the progress against the Council's external audit improvement actions as presented in the report

External Audit

The Panel received reports from the Council's appointed external auditor, Audit Scotland.

The reports from Audit Scotland provided independent assurance and opinions *'to those charged with governance'* on the Council's annual financial statements, annual governance statements, governance arrangements, 'best value' arrangements and service performance. Details of the three reports considered are set out in Table 3.

Table 3

Report	Panel Date	Purpose	Panel Action
Final Report on the 2024/25 Audit	24 Sept 2025 (Special)	to submit the Annual Accounts for the financial year ended 31 March 2025 and the proposed independent auditor's report to Members of the Council, and to allow the auditor to communicate the matters raised during the audit to the Panel	<ul style="list-style-type: none"> noted the contents of the Audit Scotland audit completion letter accepted the proposed 2024/25 Annual Audit Report by Audit Scotland, and noted that the Annual Accounts and Charitable Trust Accounts have an unmodified audit opinion approved the Council's audited Annual Accounts for signature and their subsequent issue by 30 September 2025 approved the Charitable Trusts' audited Annual Accounts for signature and their subsequent issue by 30 September 2025
South Ayrshire IJB External Annual Audit Report 2024/25	5 Nov 2025	to present Audit Scotland's Annual Audit Report on South Ayrshire IJB's Annual Accounts for the period 2024-25.	<ul style="list-style-type: none"> considered the Annual Audit report of South Ayrshire IJB for period 2024-25 noted the contents of the Annual Audit report for 2024-25
Audit Scotland: Annual Audit Plan 2025/26	25 March 2026	to provide background to the presentation by Audit Scotland of their Annual Audit Plan 2025/26	<ul style="list-style-type: none"> agreed the attached Annual Audit Plan 2025/26 (Appendix 1)

Risk Management

The Panel received one report from the Chief Governance Officer in relation to risk management. This enabled the Panel to oversee the Council's risk management arrangements. Details of the report considered is set out in table 4.

Table 4

Report	Panel Date	Purpose	Panel Action
Strategic Risk Management	3 Sept 2025	to update Members on the reviewed Strategic Risk Register in line with the agreed reporting framework.	<ul style="list-style-type: none"> considered the reviewed Strategic Risk Register (Appendix 1) updated by Chief Officers noted the 16 key risks and endorses the work currently being undertaken or proposed by risk owners to mitigate these risks

External Regulatory Bodies or Assurance Providers

The Panel received other reports provided or published by external regulatory bodies and assurance providers, primarily Audit Scotland. These included `thematic' reports on national issues that the Chief Governance Officer and the Chief Financial Officer considered to be relevant to the Audit and Governance Panel's terms of reference and delegations, as set out in the Council's Scheme of Delegation. Details of the six reports considered are set out in Table 5.

Table 5

Report	Panel Date	Purpose	Panel Action
Audit Scotland Report – Delivering for the future: Responding to the workforce challenge	5 Nov 2025	to advise Members of the recent publication of Audit Scotland's 'Delivering for the future: Responding to the workforce challenge' report	<ul style="list-style-type: none"> Considered the key messages in the report and provided feedback comments to officers

Report	Panel Date	Purpose	Panel Action
Accounts Commission Annual Report 2024/25	5 Nov 2025	to advise the Panel of the Accounts Commission Annual Report 2024/25	<ul style="list-style-type: none"> considered the findings outlined in the Accounts Commission Annual Report 2024/25 (attached as Appendix 1)
Audit Scotland Report – Improving care experience: Delivering the Promise	3 Dec 2025	to advise Members of the recent publication of Audit Scotland's 'Improving care experience: Delivering the Promise' report and to highlight progress made in South Ayrshire	<ul style="list-style-type: none"> considered the key messages in the report, notes the progress in South Ayrshire, and provided feedback of comments to officers
Accounts Commission – Senior Officer Exit Packages	3 Dec 2025	to advise the Panel of the Accounts Commission report relating to the 2023/24 Audit of Glasgow City Council – Senior Officer Exit Packages and to determine if any changes are required to the Council's Scheme of Delegation	<ul style="list-style-type: none"> considered the findings outlined in the Accounts Commission report relating to the 2023/24 Audit of Glasgow City Council – Senior Officer Exit Packages noted that there were no changes required to the Council's current Scheme of Delegation as the control of the Chief Officer establishment is a power reserved to Council ensuring good governance and full transparency in relation to decision making on these matters
Local Government in Scotland: Financial Bulletin 2024/25	25 Feb 2026	to present the findings and recommendations included in the Audit Scotland report 'Local Government in Scotland: Financial Bulletin 2024/25', published in January 2026	<ul style="list-style-type: none"> noted the findings and recommendations from the Audit Scotland report (attached as Appendix 1) noted the local arrangements in place
Audit Scotland: Integration Joint Boards – Finance Bulletin 2024/25	7 May 2025	to present the findings of the Audit Scotland report entitled 'Integration Joint Boards – Finance Bulletin 2024/25', published in February 2026.	<ul style="list-style-type: none"> notes the findings of the Audit Scotland report (attached as Appendix 1) notes the local arrangements in place

Other Governance and Scrutiny reporting

In fulfilling its wider Governance and Scrutiny role the Panel considered a number of other reports. These included `call-in' reports from Cabinet, Best Value progress reports, the Annual Good Governance assurance report and other update reports that the Chief Governance Officer considered to be relevant to the Audit and Governance Panel's terms of reference and delegations, as set out in the Council's Scheme of Delegation. Details of the eleven reports considered are set out in Table 6.

Table 6

Report	Panel Date	Purpose	Panel Action
Best Value Action Plan – Progress Update	4 June 2025	to update members on the progress toward delivering the Council's Best Value Action Plan	<ul style="list-style-type: none"> scrutinised the content of the Best Value Action Plan update report considered the progress through the narrative set out within Appendix 1 to the report
Audit and Governance Panel – 2024/25 Annual Report	4 June 2025	to provide the Panel with the Audit and Governance Panel annual report for 2024/25.	<ul style="list-style-type: none"> considered the Audit and Governance Panel annual report for 2024/25 (attached as Appendix 1) remitted the report to Council on 26 June 2025 for consideration.
Delivering Good Governance – 2024/25 Assessment	25 June 2025	to invite Members to review the 2024/25 year-end assessment against the Council's Delivering Good Governance Framework	<ul style="list-style-type: none"> reviewed and agreed the 2024/25 year-end assessment noted the progress against the 2024/25 improvement actions noted the new set of Improvement Actions agreed by Corporate Leadership Team for the period 2025/2026
Corporate Lets	3 Sept 2025	to provide an annual update in relation to requests for discretion to be applied to let charges from 1 April 2024 to 31 March 2025.	<ul style="list-style-type: none"> reviewed the information in the report

Report	Panel Date	Purpose	Panel Action
Best Value Action Plan – Progress update	1 Oct 2025	to update Members on the progress toward delivering the Council's Best Value Action Plan	<ul style="list-style-type: none"> scrutinised the content of the Best Value Action Plan update report considered the progress through the narrative set out within Appendix 1
Audit and Governance Panel – 2025 Annual Self-Assessment Outcome	3 Dec 2025	to confirm the outcome of the Audit and Governance Panel Self-Assessment for 2025, which was undertaken on 30 September 2025; and to seek agreement of the resulting updated action plan	<ul style="list-style-type: none"> noted the outcome of the 2025 self-assessment approved the updated action plan for improvement
Final Investigation Report (Confidential – Members only)	3 Dec 2025	to advise Members of the findings of an investigation report commissioned from an independent consultant	<ul style="list-style-type: none"> considers the terms of the Consultant's report provided feedback on comments to officers
Audit and Governance Panel – 2026/27 Training Programme	25 March 2025	to update the Panel on the proposed training programme for the Panel for 2026/27	<ul style="list-style-type: none"> noted the training programme set out in Appendix 1 of the report and provided feedback to the Chief Governance Officer
Grey Fleet Miles	25 March 2025	to present the findings of analysis on the comparison of grey fleet miles driven by staff between the period 2023/2024 and 2024/2025	<ul style="list-style-type: none"> noted the findings of the analysis on the comparison of grey fleet miles between the period 2023/2024 and 2024/2025

Report	Panel Date	Purpose	Panel Action
Asset Management- Best Value Thematic Work in South Ayrshire Council	25 Mar 2026	to present Members with Audit Scotland's thematic report on Asset Management in South Ayrshire	<ul style="list-style-type: none"> • scrutinised the content of Audit Scotland's thematic report on Asset Management in South Ayrshire • notes the improvement actions identified in Appendix 1 of the report • agreed these actions be incorporated within the existing Best Value Action Plan and reported quarterly to the Audit and Governance Panel and the Best Value Working Group
Best Value Action Plan – Progress Update	6 May 2026	to update members on the progress toward delivering the Council's Best Value Action Plan	<ul style="list-style-type: none"> • scrutinised the content of the Best Value Action Plan update report • considered the progress through the narrative set out within Appendix 1

South Ayrshire Council

**Report by Director of Housing, Operations and Development
to South Ayrshire Council
of 25th June 2026**

**Subject: Ayrshire Roads Alliance Service Plan 2026/27 and
Performance Report 2025/26**

1. Purpose

1.1 The purpose of this report is to present the Ayrshire Roads Alliance Service Plan for 2026/27 and the Performance Report for 2025/26.

2. Recommendation

2.1 It is recommended that Council:

2.1.1 approves the Ayrshire Roads Alliance Service Plan for 2026/27 (Appendix 1).

2.1.2 notes that regular progress updates are provided to the Ayrshire Shared Service Joint Committee.

2.1.3 considers the performance scorecard for 2025/26 (Appendix 2); and

2.1.4 otherwise notes the content of this report.

3. Background

3.1 The Ayrshire Roads Alliance is a shared integrated roads and transportation service which was established on 1 April 2014 and provides a service for East Ayrshire Council and South Ayrshire Council. East Ayrshire Council acts as the lead authority for the Ayrshire Roads Alliance.

3.2 The first Service Plan for 2014/15 was approved by the Ayrshire Shared Service Joint Committee on 23 May 2014. As part of the Service Planning process, it was agreed that the Service Plan would be approved prior to submission to both East Ayrshire Council and South Ayrshire Council. At its meeting on 12 June 2026, the Ayrshire Shared Service Joint Committee approved the 2026/27 Service Plan. East Ayrshire Council will be presented with the 2026/27 Service Plan at their Council meeting on 25 June 2026. A report will be being presented to the Service and Partnerships Performance Panel on 25th August 2026.

- 3.3 The Service Plan provides detail on the Ayrshire Roads Alliance's current operating position and sets out the vision, challenges, aims and objectives for the 2026/27 financial year. The activities to be undertaken in support of these objectives comprise the following:
- 3.3.1 service performance through the Performance Management Framework.
 - 3.3.2 the Risk Register and Report which has established a method of effective management of risk to ensure service improvement through better service delivery; increased certainty and fewer surprises; more effective and efficient management of resources; reduced waste; and better management at all levels through improved decision-making; and
 - 3.3.3 through the Benefits Realisation Strategy and Plan which sets out how benefits will be tracked and controlled across the fully integrated Road's service.
- 3.4 The ten-year review of the service has been completed and a report on this is being presented to both South and East Ayrshire Council on 25th June 2026.
- 3.5 The submitted Service Plan in Appendix 1 now reflects the settled position in terms of South Ayrshire Council and East Ayrshire Council 2026/27 budgets both approved earlier this year.
- 3.6 In addition to revenue funding, the Ayrshire Roads Alliance receives funding from other sources including capital and grants from the Scottish Government, Strathclyde Partnership for Transport; and other locations including both external to the Council and internal Council Departments.
- 3.7 The Ayrshire Roads Alliance has been in operation for just over twelve years and has achieved a significant amount in that time. The integrated operating model provides an excellent platform for service delivery and will continue to facilitate a number of continuous improvement initiatives.
- 3.8 Significant challenges lie ahead in terms of maintaining good performance whilst dealing with financial pressures and their impact on service delivery.

Performance Information

- 3.9 A range of performance data is used by the Ayrshire Roads Alliance to measure performance in accordance with statutory requirements to ensure coherent and regular reporting to stakeholders, including service planning actions, budgetary control measures, absence management, customer complaints and risk management. The Ayrshire Roads Alliance benchmarks its activities with the Association for Public Sector Excellence (APSE) and the Society of Chief Officers of Transportation in Scotland (SCOTS) to identify areas for improvement and cost reductions.

Performance Detail

- 3.10 In addition to the statutory indicators the Ayrshire Roads Alliance has a number of other service performance targets. The performance report for 2025/26 is included in Appendix 2.
- 3.11 The performance management framework reflects the service's desire to place the Customer at the heart of service delivery, and the need to provide continuous improvement in the most important issues including the condition of the road; response to street light repairs; response to fill potholes and other emergencies; and response to correspondence received.

4 Proposals

- 4.1 Members are asked to approve the Ayrshire Roads Alliance Service Plan for 2026/27 (Appendix 1) and performance report for 2025/26 (Appendix 2) and otherwise note the contents of this report.

5 Legal and Procurement Implications

- 5.1 By virtue of the relevant statutory provisions principally detailed within the Roads (Scotland) Act 1984, the Council as local roads authority, is required to manage and maintain all publicly adopted roads within its geographical area other than those which are maintained and managed by the Scottish Ministers. Accordingly, the proposals detailed within this report are in compliance with the discharge of the statutory responsibilities which are incumbent upon the Council as local roads authority.
- 5.2 There are no procurement implications arising from this report.

6 Financial Implications

- 6.1 There are no immediate financial implications arising from this report.

7 Human Resources Implications

- 7.1 There are no immediate human resource implications arising from this report.

8 Risk

8.1 Risk Implications of Adopting the Recommendations

- 8.1.1 There are no risks associated with adopting the recommendations.

8.2 Risk Implications of Rejecting the Recommendations

- 8.2.1 The Ayrshire Roads Alliance Risk Register and performance report is presented to every meeting of the Shared Service Joint Committee.

9 Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report allow scrutiny of performance (Ayrshire Roads Alliance 2025/2026 Performance Report). The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an Integrated Impact Assessment is not required.

9.2 In relation to the Ayrshire Roads Alliance 2026/2027 Service plan, this is a combination of both operational and strategic priorities, and the equality impact assessment paperwork has been previously carried out as part of Cabinet papers and will be carried out in the future where appropriate.

10 Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11 Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12 Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 1 of the Council Plan: Spaces and Places/ Moving around and the environment (Outcome 1).

13 Link to Shaping Our Future Council Yes No

13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our assets; our delivery model and will deliver qualitative/ quantitative benefits.

14 Results of Consultation

14.1 There has been no public consultation on the contents of this report.

14.2 Consultation has taken place with Councillor Clark; Policy Lead for Commercial / Operational Services and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking

15.1 If the recommendations above are approved by Members, the Director of Housing, Operations and Development will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Continue to submit reports to the Ayrshire Shared Service Joint Committee	March 2027	Head of Roads – Ayrshire Roads Alliance

Background Papers **Report to Ayrshire Shared Services Joint Committee of 12 June 2026 - Service Plan 2026-27**

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Date: 28th May 2026



Ayrshire Roads Alliance

Appendix 1

Service Plan 2026-2027

April 2026

A Partnership between East Ayrshire Council and South Ayrshire Council

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INTRODUCTION

The Ayrshire Roads Alliance is a shared integrated roads and transportation service which provides the roads service for East Ayrshire Council and South Ayrshire Council.

The Service is delivered with the overall objective of improving the road and transportation service in the East Ayrshire and South Ayrshire areas to move the Ayrshire Roads Alliance to a position that will deliver at least £8.634 million of savings by 2024.

The Ayrshire Roads Alliance is governed by the Ayrshire Shared Service Joint Committee. The Joint Committee has responsibility for all shared Council services in Ayrshire.

The Shared Services Minute of Agreement describes the functions of the Joint Committee as follows:

- making decisions within the confines of the service budget,
- developing and implementing a strategic policy framework,
- co-ordinating, monitoring and reviewing service performance,
- monitoring budget spend,
- considering and approving an annual Service Plan.

In addition, the "Joint Committee Arrangements for the Ayrshire Roads Alliance" document covers those issues that are specific to the Ayrshire Roads Alliance.

The two Councils involved in the Ayrshire Roads Alliance have each appointed four Elected Members to the Joint Committee. Meetings take place as often as required to conduct business, but at least twice per year in line with the terms of the Minute of Agreement.

The Alliance is responsible for all the roads and transportation activities listed in Appendix 2, split between strategic and local delivery, that are the responsibility of East Ayrshire Council and South Ayrshire Council. Both Authorities retain the role of Roads Authority under the Roads (Scotland) Act 1984 - Section 1.

East Ayrshire Council - Strategic Issues

The East Ayrshire Community Plan is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all local Partners. The Plan is the Council's overarching Community Planning document and should also be read alongside the East Ayrshire Council Strategic Plan 2022–2027, the Local Development Plan 2 (LDP2), the Council's Net Zero commitments and relevant Ayrshire Roads Alliance Joint Committee reports.

The Vision contained within the Community Plan is shared by all Partners and states that:

“East Ayrshire is a place with strong, safe, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”

The Community Plan is implemented through three thematic Delivery Plans - Economy and Skills, Safer Communities and Wellbeing. The Plan is also implemented through the day-to-day work carried out by services across the Council.

East Ayrshire Council Strategic Plan 2022-2027

This plan sets out our priorities for the communities of East Ayrshire over the next five years and describes the context in which our services will work collaboratively with each other, our communities and our partners to drive forward the actions needed to achieve our aims. This will include prioritising the resources that are entrusted to us and continuing to find new and innovative ways of working, to ensure the delivery of services that are affordable, sustainable and which best meet the needs of those we serve. The Plan recognises the strengths and assets that exist within East Ayrshire and highlights the ambitions we have for our communities. However, it is written against a backdrop of what are unprecedented challenges for both our Council and for those we serve. These challenges include:

- Rising inflation and increases in the cost of living
- Increased demand for services
- Restrictions in funding
- Pandemic Recovery and Renewal
- Public Sector Reform
- The impact of EU Exit

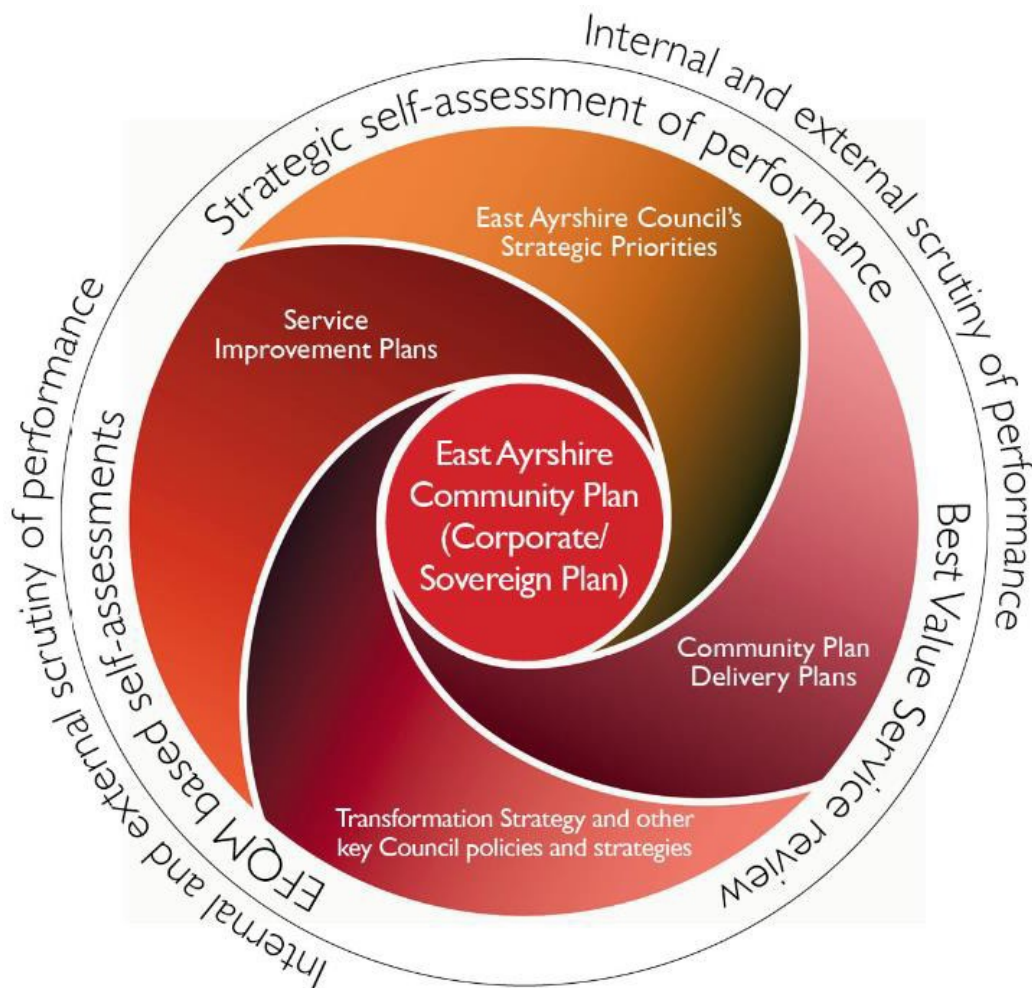
The Strategic Plan priorities take account of the communities we serve, including local needs, circumstances and aspirations; the current internal and external context in which the Council operates; national and local drivers for change, including risks, challenges and opportunities; governance arrangements; programme management and performance measurement. Our priorities build on the work of our previous two Transformation Strategies and our Covid-19 Recovery and Renewal Dynamic Action Plan. It is important to recognise that there are commonalities and interdependencies across and between our priorities.

- Building a Fairer Economy

- Tackling Poverty and Inequality
- Improving Community Wellbeing
- Supporting Children and Young People
- Delivering a Clean, Green East Ayrshire
- Ensuring Financial Sustainability and Resilience

Service Improvement Plans are an essential element of the Council's performance management and improvement framework. They set out the key issues for delivering services in support of the Community Plan Vision and priorities, provide a focus on performance improvement aligned to the Single Outcome Agreement and describe the service specific risks that may impact on the delivery of the Service.

The diagram below provides a graphic representation of the Council's Policy Planning Framework and shows the strategic context within which the Service Improvement Plans sit. In addition it shows the wider Performance Management and Improvement Framework which the Council has adopted to ensure the rigorous scrutiny of performance and drive service improvement across the Council.



South Ayrshire Council - Strategic Issues

The Council Plan 2023-2028 sets out the Council's vision for the next five years, with a focus on "Our Purpose", "Our Vision", "Our Values". The Plan details the high-level objectives and outcomes to be achieved by 2028.

The Council's priorities and outcomes place an emphasis on the connection between our places and the wellbeing of our communities and environment. The place-based approach recognises that every area has a different blend of physical, social, and economic characteristics that influence each other and aims to address complex problems that no service alone can solve. The priorities provide a common framework, aimed at promoting a shared understanding that encourages services and partners to work collaboratively to achieve improved outcomes and wellbeing for our communities.

- Priority One Spaces and Places
- Priority Two Live, Work, Learn
- Priority Three Civic and Community Pride

The Ayrshire Regional Growth Deal

The Ayrshire Growth Deal (AGD) is a strategic partnership between the Scottish Government, the UK Government, and Ayrshire Councils. It represents a shared commitment to transform Ayrshire into a vibrant, outward-looking and confident region, attractive to investors and visitors, making a major contribution to Scotland's growth and local wellbeing. It involves long-term investment focused on advanced manufacturing and skills development, supporting high-value employment and workforce growth across Ayrshire.

The Transport Improvement Scheme element of the AGD is focused on future-proofing the transport network, improving resilience and supporting economic growth. The transport improvements are intended to support the needs of growing high-value employment, local communities, active travel users, public transport users and the wider road network.

A Transport Appraisal Report was submitted in May 2024. Since then, the transport element of the AGD has progressed towards the development of an Outline Business Case (OBC), supported by design, traffic modelling, environmental appraisal, stakeholder engagement and consultation, project management and quantity surveying workstreams.

Previous appraisal and option development work has identified transport challenges, opportunities and potential interventions in and around Prestwick Airport, Monkton, Prestwick and the A77 corridor. The current phase of work is focused on developing the OBC, refining the options, specifying the appraisal and modelling approach in liaison with Transport Scotland, and ensuring that public and stakeholder views are appropriately captured before any preferred option is finalised.

The project and development of the OBC is therefore at an interim development stage. Further technical work, engagement and appraisal are required before a preferred option or package can be recommended.

Levelling Up Fund / Local Regeneration Fund (LRF)

On 12 March 2024, South Ayrshire Cabinet endorsed the Ayr Town Centre Framework as a key document for the regeneration and development of Ayr Town Centre. The Cabinet also approved the development of a 3-year Project Plan to advance concept ideas for the identified priority projects supporting the Ayr Town Centre strategy. The redevelopment of Burns Statue Square is one of the priority projects, creating a major gateway into the town centre. The redevelopment objectives are to reconfigure the existing Burns Statue Square and surrounding streets away from the current arrangement of a traffic island with civic space in the middle of traffic circulation flows to develop an improved public realm space. The public realm would have many benefits including providing a high-quality place to improve walking connections from Ayr Train Station towards the town centre and also providing a high-quality place to visit, dwell and enjoy.

A further paper was also submitted to the Council on the 1 March 2025 whereby Members agreed to continued support for the design concept set out in the Concept Design Report. The Design Concept creates a new expanded public realm space in Burns Statue Square based upon high quality paving, seating and sculptures based upon Burns poetry themes of wildlife and the environment. The seating and paving would be laid out in an organic form taking its shape and form on the flow of the River Coyle.

The Ayrshire Roads Alliance have explored several options to deliver this project and in consultation with senior management within South Ayrshire Council it has been decided to engage a Tier 1 construction company through the SCAPE Framework to deliver this project on a "Design & Build" basis. The initial contract has been awarded and a further contract will require to be issued for the construction element of this project in October 2026 subject to Council approval to proceed.

The UK Government has approved the Council's request to re-align £16m of LRF funding to cover the cost of the Burns Statue Square project, the remaining £4m of the LRF award will be used for Low Carbon Active Travel projects as previously approved. These proposals are contained within a separate report which was submitted to the Service and Partnerships Performance Panel of 11 February 2026. ARA will continue to explore funding opportunities from external partners which can be used towards the required match funding requirements.

Active Travel Infrastructure Fund

Historically the Ayrshire Roads Alliance compiled capital bid applications for traffic, transportation and active travel projects across the network to SPT, Sustrans and SCSP, in addition the Scottish Government also provided South Ayrshire Council grant funding for cycling walking and safer routes (CWSR) via a direct block grant award. Transport Scotland have undertaken a major review in the way that capital funding for active travel projects is allocated to Local Authorities.

The primary change is in relation to the discontinuation of several grant award funds including SPT, SCSP and CWSR, these previous funding streams have been replaced by a new direct block grant received by each Council for the delivery of Active Travel delivery. This block grant forms “Tier 1” of a new tiered grant award fund that is accessible to Local Authorities.

Tier 1 funding is issued to councils as part of the annual block grant and although it will be detailed in this grant it will not be “ring fenced” for use on active travel projects, however applications for Tier 2 funding and future annual increases to Tier 1 funding is dependent on the council providing evidence that the previously awarded Tier 1 funding has been used for active travel projects.

Changes have also been made to active travel construction funding with applications for Tier 2 funding being submitted to Transport Scotland annually in December. Tier 2 construction applications will not only be scored on the merits of the individual project but also on the councils’ commitment to active travel, evidence of Tier 1 funding being used for active travel and the councils track record on delivering projects on-time and to a high standard. The greater the ambition and commitment of the council to active travel the greater the chance of success in obtaining Tier 2 funding. Tier 3 funding for major projects such as new bridges will also be introduced, the details of this have yet to be confirmed however success in obtaining Tier 3 funding will undoubtedly be dependent on successful delivery of Tier 2 projects.

To support future ATIF applications and to achieve meaningful and long-lasting behaviour change the ARA in partnership with Ayrshire360 & Thriving Communities have established both a Member Officer Working Group (MOWG) and a Community Action Group (CAG) in both South and East Ayrshire. These groups provide a structured pathway for communities to influence how active travel is delivered in the future. Two very successful projects delivered in 2025/26 were the SAC Active Travel Day held in September & the supply of a bespoke building and additional trishaws to the Cycling Without Age (Ayr Chapter). ARA, Ayrshire360 and Thriving Communities will continue to build on this success in 2026, delivering grass-routes active travel across both Council areas.

The ARA have submitted multiple bids to the ATIF and have recently been advised of the continued support for both the Foregate Mobility HUB and the Prestwick to Barassie active travel route, these are key strategic projects which emphasis the Councils commitment to active travel, a decision on the remaining applications is awaited.

Our Current Service Resources**Table 1 – The Ayrshire Roads Alliance Assets (as at 31 March 2026)**

Asset Inventory Data as of 31st March 2025					
Asset Type	Units	East Ayrshire Council	South Ayrshire Council	Totals	
Carriageway	km	1,232	1,184	2,416	
Footways & Footpaths	km	1,029	946	1,975	
Street Lighting Columns	No.	21,916	20,631	42,547	
Illuminated Signs & Bollards	No.	1,279	1,289	2,568	
Structures	No.	618	371	989	
Retaining Walls	km	7	3	10	
Length of Sea Defences	km	0	24	24	
Piers and Harbours	No	0	1	1	
Cattle Grids	No.	11	34	45	
Traffic Signals	No. of Sets	101	92	193	
Zebra Crossings	No. of Sets	27	0	27	
Variable Message Signs	No.	123	45	168	
Vehicle Activated Signs	No.	156	72	228	
Real Time Passenger Information	No.	67	50	117	
Gullies	No.	27,529	26,700	54,229	
Grit Bins	No.	760	291	1051	
Weather Stations	No.	3	1	4	
EV Dual Chargers	No	63	36	99	
Depots	No	1	2	3	

Staff, Property and Fleet

The Ayrshire Roads Alliance has depots located at Gauchalland in Galston; Meadowhead in Coylton and Grangestone in Girvan. Offices are located in Kilmarnock, Ayr and at Girvan Harbour. We also have extensive vehicles, plant and equipment to allow our service to be delivered.

There will be an ongoing need for property and accommodation across the area for the Ayrshire Roads Alliance; for vehicle and equipment storage; and maintenance and staff facilities. It is important that property and accommodation is safe, secure, fit for purpose, and strategically placed to minimise the time spent travelling from depot to workplace to maintain the road asset, minimise the associated vehicle wear and tear, and emissions.

From April 2014, the following actions have been taken in relation to property and accommodation:

- Gauchalland Depot - Street lighting operations have moved from Munro Place in Kilmarnock to Galston.
- The street lighting technical team was located at the Johnnie Walker Bond in Kilmarnock which provided a more centralised service. Following a further review this team is now located at Galston depot
- The closure of the Underwood Depot in Cumnock saw staff re-located to the Gauchalland Depot in Galston.
- All salt for the Ayrshire Roads Alliance previously stored in the Underwood Depot is now distributed from the Meadowhead Depot in Coylton.
- A rationalisation of fleet across the Ayrshire Roads Alliance has taken place resulting in a reduction in cost.

Further office developments include staff transferring from the Johnnie Walker Bond to the Opera House in Kilmarnock and from Burns House to Wellington Square and Town Hall in Ayr which was restricted due to COVID guidance.

Opera House Kilmarnock based staff operate on a rota based model with posts designated as fixed, flexible and mobile.

Staff based in the County Buildings also operate a rota based hybrid model and in 2024 there was a move of all ARA staff except for Parking Attendants from Ayr Town Hall to County Buildings.

Capital investment has been secured for improvements at our depots at Ayr and Girvan and for the a new salt dome at Gauchalland depot in 26/27.

Our key messages from this work include:

The Ayrshire Roads Alliance completed an organisational review which delivers the current management structure which has generated £326,000 of revenue savings per year. This will contribute £2.242 million towards the Business Case savings target of £8.634 million. The Joint Committee agreed to this review on 1 April 2016, and the work was completed during 2017/18. In accordance with good management practice the Alliance continued to review staff provision and completed the service re-design during 2021/22 with management actions realising a saving of £190,000, parking £86,000

and £293,000 in South Ayrshire.

The Ayrshire Roads Alliance completed a depot review which has resulted in £404,362 of revenue savings by 2024. This included the closure of the Underwood Depot with staff transferring to Gauchalland Depot; and the Munro Place Street Lighting Depot with all street lighting staff now being based in Gauchalland. In accordance with good management practice the Alliance will continue to review depot and accommodation provision.

The Ayrshire Roads Alliance has completed the fleet review which has resulted in £1,350,699 of revenue savings by 2024. In accordance with good management practice the Alliance will continue to review fleet and plant provision.

An Organisational Chart is shown in Appendix 2.

Budgets

The Ayrshire Roads Alliance delivers the strategic and local services as stated in this Service Plan and listed in Appendix 2.

The budget to deliver these services is provided from East Ayrshire Council, South Ayrshire Council, and other external organisations. Budgets for 2026/27 are confirmed and this is reflected in Tables 1 and 2.

Table 1 - Budgets 2026/27

Council	Revenue	Non - Revenue	Total (£m)
East Ayrshire Council	£6.783m	£8.731m (Confirmed)	£15.514m (Confirmed)
		£3.717m (Potential)	£10.500m (Potential)
South Ayrshire Council	£7.173m	£27.653m (Confirmed)	£34.826m (Confirmed)
		£5.197m (Potential)	£12.370m (Potential)
Total	£13.956m	£36.384m (Confirmed)	£50.340m (Confirmed)
		£8.914m (Potential)	£22.870m (Potential)

Table 2 provides the current non-revenue budgets for 2026/27

Table 2- Non-Revenue Budgets

East Ayrshire Council 2026/27

Programme Area	Budget (£m)
Carriageway Resurfacing	2.305
Footway Resurfacing	0.150
Street Lighting	0.215
Traffic & Transportation incl. road safety	0.330
Active Travel	0.050
Bridge and Culvert Strengthening (incl. road slips)	2.702
Fleet	0.400
Flooding	0.110
Total	6.262
External Funding (Unconfirmed)	
SPT – Behaviour Change	0.385
TS – Behaviour Change	0.116
TS Active Travel Infrastructure – Tier 1	0.758
TS Bus Infrastructure Fund – Tier 1	0.495
TS Road Safety Improvement Fund	0.359
ATIF Tier 2 – KGIL	0.787
ATIF Kilmarnock to Crosshouse	0.458
Developer Contributions (B778)	0.359
Total	3.717
External Funding (Confirmed)	
ATIF Tier 2 – Foregate Civic Square	1.350
SG – EV Infrastructure Fund	0.969
AGD – Moorfield	0.150
Total	2.469

South Ayrshire Council 2026/27

Programme Area	Budget (£m)
Carriageway & Footway Resurfacing	2.650
Street Lighting (incl LED and underground network)	0.421
Bridge Works (General)	0.310
Bridge Works (Victoria, Millenium and Craigholm)	0.348
Ayr South Pier	0.060
Girvan South Pier	0.200
Girvan Harbour Jetty	0.109
Cattle Grids	0.033
Vehicle Restraint Barriers	0.050
Local Flood Risk Plan	0.250
Climate Change (St Ninians Park)	0.420
Coastal Change Adaptation	0.115

Traffic Signals	0.070
Tourist and Visitor Facilities	0.025
Ayr Depot	0.480
EV Charging Infrastructure	0.244
Total	5.785
External (Unconfirmed)	
SPT – Behaviour Change	0.170
Transport Scotland	0.116
ATIF Tier 1 – General Active Travel Infrastructure Projects	0.737
ATIF Tier 2 – Accessible Ayr Route 1	0.827
ATIF Tier 2 – Accessible Ayr Route 2	0.464
ATIF – Girvan to Grangeston	0.286
Ayrshire Growth Deal	1.750
Bus Infrastructure Fund – Tier 1	0.382
Road Safety Improvement Fund	0.315
Timber Transport	0.150
Total	5.197
External Funding (Confirmed)	
LRF – Active Travel	4.000
LRF – Burns Statue	15.000
AGD Southern Access Road	1.000
Ayrshire Growth Deal - OBC	1.030
Ayrshire Growth Deal – Commercial Build	0.838
Total	21.868

STRATEGIC CONTEXT

EAST AYRSHIRE COUNCIL

The Community Plan 2015 - 2030 includes a Safer Communities Delivery Plan, which sets out the key actions to be undertaken and also measures progress. The Delivery Plan contains three distinct strategic priorities, all of which will be influenced by the activities undertaken by the Ayrshire Roads Alliance. These are:

- Make East Ayrshire a safe, secure and attractive place to live, work and visit.
- Improve community safety in neighbourhoods and homes and protect and support our most vulnerable individuals and families.
- Promote our vibrant communities by encouraging active and responsible citizenship.

Single Outcome Agreement (SOA)

The SOA was reviewed and developed as a key element of the comprehensive review of the Community Plan to ensure alignment with strategic priorities and high level local outcomes. There are a number of National Outcomes which are supported by the activities undertaken by the Ayrshire Roads Alliance. The Community Planning

Partnership receives an annual report in September each year at which they are advised of progress against the local outcomes previously agreed.

SOUTH AYRSHIRE COUNCIL –

The Local Outcomes Improvement Plan and Local Place Plans were introduced in 2017. The plan focuses on two strategic themes which emerged from the development process.

- Closing the poverty-related outcomes gap for children and young people in South Ayrshire
- Supporting older people to live in good health

The Plan is supported by a partnership wide focus on four priority areas

- Improving outcomes for looked after children and care leavers
- Providing support for young people who are carers
- Reducing social isolation and loneliness
- Support for people living with dementia and their carers

There will be an effort to improve outcomes for children and older people particularly in the Ayr North and Girvan Glendoune areas, and to identify transferable good practice to be used to support outcomes improvement in other parts of South Ayrshire. The work on progressing this work is taking place within the auspices of the Integrated Children's Services Strategic Delivery Partnerships and the Health and Social Care Partnership and this is supported by appropriate partnership work.

SERVICE PERFORMANCE FRAMEWORK

PERFORMANCE AND BENCHMARKING

The Councils' performance management frameworks operate on a number of levels providing detail on strategic priorities, operational priorities and day to day management information. Within the Ayrshire Roads Alliance, the approach is fully integrated and aligned with the corporate frameworks.

- Strategic (Community Plan and Single Outcome Agreement; and Local Outcomes Improvement Plan)
- Operational Priorities (Council performance indicators)
- Management information (operational statistics, corporate measures of performance)

Strategic Issues

East Ayrshire Community Plan 2015-30. The Community Plan includes three Delivery Plans, which set out the key actions to be undertaken and measures to progress against them. The Delivery Plans contains distinct strategic priorities, which will be influenced by the activities undertaken by the Ayrshire Roads Alliance Service.

Single Outcome Agreement. The single outcome agreement has been reviewed and developed as a key element of the comprehensive review of the Community Plan in 2014/15 to ensure alignment with strategic priorities and high level local outcomes.

Operational Issues

Council Performance Indicators.

The Ayrshire Roads Alliance reports on a number of performance indicators through an electronic Performance Management System. A management framework has been developed, which has been approved by the Joint Committee. The data includes both contextual and performance information thereby allowing statutory returns to be made facilitate benchmarking provide each Council and the Joint Committee with the information they require to monitor performance.

A performance scorecard is produced as an integral part of the Ayrshire Roads Alliance which is reviewed at the monthly Ayrshire Roads Alliance Management Team meetings and reported to every Joint Committee.

This scorecard is used to:

- monitor the progress in meeting the Ayrshire Roads Alliance's objectives;
- help managers to have performance-related conversations with staff;
- identify any problem areas that need addressed.

Performance Management System

Relevant information contained within the Performance Management System is provided for each four week period in a scorecard which is used by the Depute Chief Executive (Safer Communities) and the Head of Service to monitor performance activity and improvement within their respective management team meetings.

SCOTS/APSE Benchmarking Framework

The Society of Chief Officers of Transportation in Scotland (SCOTS) and the Association for Public Sector Excellence (APSE) have developed a series of indicators to utilise SCOTS definitions using a single template.

The Alliance participates in the SCOTS/APSE benchmarking framework through the APSE Annual Return; the SCOTS/Institution of Civil Engineers "state of the network" annual return; and the Scottish Road Maintenance Condition Survey.

Local Government Benchmarking Framework

The Local Government Benchmarking Framework (LGBF) collates information from the APSE Annual Return that is published by the Improvement Service with specific actions to improve performance.

Monitoring and Review

Monitoring of the service plan is the responsibility of the Joint Committee. An annual review will be completed and reported to the Joint Committee and both Councils. The

Joint Committee will receive a six monthly update on the Service Plan progress. In addition, separate monthly meetings are held with the Depute Chief Executive responsible for the provision of the roads service within East Ayrshire Council; and the Executive Director responsible for the provision of the roads service within South Ayrshire Council.

Scrutiny in respect of the Joint Committee is undertaken by both Councils in accordance with their own processes as set out within their respective Corporate Governance arrangements. Matters in relation to service performance will be closely monitored by both Councils through the Joint Committee.

QUALITY MANAGEMENT AND ASSESSMENT

European Foundation for Quality Management (EFQM) Excellence Model

The European Foundation for Quality Management (EFQM) Excellence Model is a practical self-assessment tool designed to promote continuous improvement within organisations by assessing their performance against concepts of tested and recognised good management practice. The EFQM Model is the cornerstone of Best Value. The service also has an externally accredited Quality Management System.

ENGAGEMENT WITH SERVICE USERS

The Ayrshire Roads Alliance will continue to undertake engagement with relevant service users. This engagement will take a number of forms through informing, consulting, involving, collaborating or empowering our service users.

Through 2026/27 we will continue engagement with our customers to ensure we maximise the involvement of our service users.

The Association for Public Service Excellence (APSE) who work with over 300 Councils through the UK to promote excellence in the delivery of frontline services to our local communities have developed the Scotland Roads Survey in conjunction with the Society of Chief Officers of Transportation in Scotland (SCOTS).

The Survey will be used to gauge customer service and user experience/satisfaction of winter gritting, road works, road safety and other road maintenance related matters within East Ayrshire Council and South Ayrshire Council.

The information gathered from the survey will help shape future service delivery and inform on performance.

The link on the Ayrshire Roads Alliance website to the East Ayrshire Council and the South Ayrshire Council survey forms is below

<https://www.ayrshireroadsalliance.org/Information-On/Consultations/Current-consultations/the-association-for-public-service-excellence-apse-road-condition-survey.aspx>

CONSULTATION WITH EMPLOYEES

Employee Engagement

The Employee Attitude Survey identified a number of issues to be addressed. Employee engagement will continue through 2026/27 and this will take many forms including management meetings; team meetings and staff forums. The staff forums will take place when important Council or service information requires to be provided to staff.

Trade Union Meetings

The Alliance will continue to engage with the Trade Unions through the established JCC process which involves meetings at a Corporate; Service and work specific level.

RISK, OPPORTUNITIES and CHALLENGES

Risk

The Ayrshire Roads Alliance records risk using a “five by five” scoring matrix, for the risks identified which quantifies the assessment of the likelihood and severity of a particular risk occurring. This information is hosted on the Performance Management System and it is used to understand the impact of proposed controls and mitigations on the overall risk profile. This is a widely used tool in risk management.

The service risk register, and the Corporate Risk Registers, are aligned to the approach of identifying and recording risk, which ensures a consistent approach to service level risk recording. This allows service objectives and priorities, performance measures and service risks to be captured in a single document. These areas are closely aligned, and this approach offers benefits in business planning, service delivery, and performance and risk management.

The risk register for the Ayrshire Roads Alliance is presented to every meeting of the Joint Committee.

There continues to be a number of opportunities and challenges which the Ayrshire Roads Alliance faces over the next twelve months.

Opportunities

The opportunities include the following

- Although the Organisational Review was approved by Joint Committee on 1 April 2016 and implemented during 2017/18, we continued to review staff provision during 2020/21 as part of service re-design reported and approved by Cabinet 23 February 2022 the transformation and redesign was implemented from 1 April 2022.
- The Plant & Fleet review from June 2016 was implemented immediately. However, with new technology and the need to increase the number of electric vehicles then all plant and fleet will continue to be reviewed during 2026/27.

- The property and accommodation review from November 2016 and all the actions have been implemented. Nevertheless, with more agile and remote working, the Alliance will continue to review these issues during 2026/27, as part of the service re-design.
- The opportunity to continue to make significant revenue budget savings through the replacement of existing street lighting units with LED units cannot be understated. Work commenced in 2018/19 with work programmed to be completed in 2021/22, however completion has been delayed due to COVID, the impact of material shortages and delay to Scotland Excel Street Lighting and Material Framework . Currently 97% of street lanterns in East Ayrshire and 100% of street lanterns in South Ayrshire are LED.
- It was expected that street lighting revenue delivery cost would reduce by more than 50%, however, the current challenge against this, is the current rising energy costs as a result of wider economic issues.
- Following increased failures of LED lanterns in South Ayrshire distributor routes in the past year, South Ayrshire have provided additional capital funding to replace 'first generation' LED lanterns many of which were installed more than 10years ago. Lanterns are to be replaced on the Maybole corridor in Ayr and distributor roads this coming year.
- Use of Digital software to improve our gully, culvert, and harbour infrastructure management and mobile working.
- Moving all our permits over to a digital platform and our TTRO process was recognised in March 2023 and March 2024 at APSE Innovation awards.
- Further development of digital systems for Traffic Signal permits, Management of External Works, Critical Incidents and Driver Assessments which won a bronze award from APSE in 2025.
- Continued support offered to other services across both East and South Ayrshire to help facilitate improvements to their digital systems and in partnership with our colleagues in Education the development of a digital system to manage ASN Transport applications and the associated contracts.
- A review of ARA service has been undertaken and a report will be presented to both Councils in June 2026.

Challenges

There are a number of challenges the Ayrshire Roads Alliance will face in 2026/27 which include the following

External

- There is the potential to increase the utilisation of electric cars and vans to comply with emission standards and the Scottish Government decision to ensure that all

new cars and vans are not powered through fossil fuel means by 2040. This will result in the reduction in harmful emissions, and an improvement to air quality.

- The Transport (Scotland) Act 2019 introduced provisions relating to low emission zones, smart ticketing, pavement parking enforcement, workplace parking levy powers and wider bus service and roadworks governance reforms. The Ayrshire Roads Alliance continues to implement and respond to these legislative changes through operational policy, enforcement and infrastructure planning.
- The National Transport Strategy focusses on sustainable, inclusive and accessible transport systems to promote prosperity, health and fairness. The Sustainable Transport Hierarchy will be used to inform budgetary decisions with walking first; then cycling; public transport; taxis and shared transport and then the private car. There is a need on many levels for more active travel and public transport use across Scotland. The Sustainable Investment Hierarchy will be used to inform budgetary decisions – reduce the need to travel; maintain existing assets; make better use of existing capacity; and finally targeted infrastructure improvements.
- The National Transport Strategy has identified the need to focus on increased collaboration, and this was considered through the Roles and Responsibilities Working Group which made recommendations to the Scottish Ministers including that future transport governance arrangements should be on the basis of some form of regional model allowing for variations in approach between different geographic regions; and there is the potential for continuous increases in the unit costs of electricity due to on-going energy costs. The Department of Energy and Climate Change has predicted that electricity prices are likely to double within the next ten years. SCOTS reported a 20% increase in energy costs with further increases possible in the future.
- However, as the programme for LED lights is nearing completion and replacement of 1st generation LED lanterns with newer and enhance energy efficiencies then the impact of this specific challenge may be reduced.
- Ensure the current Regional Transport Appraisal work aligns with the needs of East Ayrshire and South Ayrshire Council.
- Issues with the renewal of Scotland Excel framework contracts resulting in delays to procurement processes and therefore works programmes and resulted in added pressures on our procurement team
- Material and sub contractor cost increases and budgetary pressures restricting work programmes due to volatility market pressures due to Ukrainian and Middle East crisis and maritime energy trade restrictions through the Strait of Hormuz.

Internal

- There are increased austerity measures resulting in need to drive further efficiency savings over and above the £8.634m identified in the Benefits Realisation Strategy & Plan which was presented to Joint Committee on 1 May 2015.

- The need to increase the level of mobile working across the Ayrshire Roads Alliance workforce as a direct result of implementing the Roads Asset Management Plan and the impact of COVID. This has resulted in an increase in mobile technology, full use of the WDM Roads Maintenance and Management System, Artificial Intelligence and the decrease in the demand for desk and office space. As a result of COVID many of the aforementioned have been accelerated by the service in particular reduced desk space, mobile technology and the implementation of Artificial Intelligence, training has been delivered on this particular element for operational use from April 2022.
- The rise in demand for electricity charging points as a direct result of the greater number of electric vehicles and the Scottish Government initiative to ban the sale of new fossil fuel powered cars and vans from 2040. The Pan Ayrshire EV Infrastructure Project is now at the contract award stage and will move into the delivery phase soon. This initiative aims to enhance access to convenient and affordable public charging facilities, supporting the transition to EV ownership in both urban and rural areas.
- The impact of an ageing workforce and the need to ensure an appropriate knowledge transfer and succession planning; and service re-design. Work around this was carried out over 21/22 with a greater emphasis on the service being more resilient with an amended structure to be more community focused along with Modern Apprenticeships and trainee opportunities.
- In February 2024 approval was given by East Ayrshire for the introduction of a training programme for road workers so that Ayrshire Roads Alliance could grow its own, providing full training to school leavers, foundation apprentices, seasonal workers etc and thereafter, on completion provide a road worker position. In South Ayrshire two roadworker trainees have progressed to roadworker positions whilst two Modern Apprentices have progressed onto the roadworker trainee programme. In the East we have one trainee roadworker who has progressed to a roadworker position and two Modern Apprentices who will shortly progress to trainee roadworker positions. We have ten Community Maintenance Assistants who work between services with one former Community Maintenance Assistant recently securing a permanent roadworker position.

Resilience

- Continue to engage with community councils and community groups to improve local winter and flooding resilience. This allows these groups to take ownership of gritting the footpaths and minor roads; and attend minor flooding events and report them directly to the Alliance for action. The uptake to date has been encouraging and we currently have 141 groups. This resilience work was recognised by the National Highways Industry in October 2021 and APSE in March 2022.
- Decreasing requirements for desk and office space due to the increase in mobilisation of workforce from the developing Roads Asset Management Plan using the WDM system and working patterns amended due to COVID has seen an increase in 'hot desking' and access to welfare facilities at key strategic locations throughout the geographical area of the Ayrshire Roads Alliance, through

service re-design.

- Improved adverse weather resilience during periods of high winds, heavy rain, and severe snow conditions.
- Ensuring improved resilience as a measure of our ability to successfully absorb future changes; to reshape ourselves; and a strategic capability to thrive.

PROFILE OF SAVINGS AND COSTS OVER THE FIRST 10 YEARS

The Ayrshire Roads Alliance has achieved savings in excess of the £8.634 million projected by 2024.

This represents a saving on the costs to deliver the service when comparing the first year with later years. Table 3 has been extracted from the Detailed Business Case, and this shows the various costs/savings to be delivered. The reason for the variations in year one to year four is due to set up costs. In practice, these set up costs may be spread over a longer period to mitigate any operational risks. This may impact on when consequential savings are realised.

Continual updates on progress and targets will be contained within the service plan, and reported to the Joint Committee when required.

This savings will enable Councils to take individual decisions, either to bank their share of the savings, or to invest some or all in additional roads maintenance.

Strategic Delivery Savings for each Council are now calculated by considering a smaller group of core strategic delivery staff and that their costs are apportioned on a budget spend profile basis, in line with local delivery budget spend plus the actual capital expenditure in that specific year.

Local Delivery Savings are pro rata to the existing budgets.

Table 3 – Ayrshire Roads Alliance Total Revenue Savings

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	
Proposed Savings Benefits realisation (£ m)	0.696	-0.426	-0.730	-1.049	-1.187	-1.188	-1.187	-1.188	-1.187	-1.188	-8.634
Budget	14.683	14.813	14.006	13.823	13.551	12.695	12.294	11.992	12.278	12.005	132.14
Savings to date (£m)	0.696	-0.441	-0.971	-1.315	-1.768	-2.515	-3.067	-3.636	-3.828	0.795	-16.05

Cumulative Budget	14.683	29.496	43.502	57.325	70.876	83.571	95.865	107.857	120.135	132.14	755.45
Cumulative Savings to date (£m)	0.696	0.255	-0.715	-2.031	-3.799	-6.314	-9.381	-13.017	-16.845	-16.05	-67.201

The Benefits and Realisation Strategy provided a framework for achieving cumulative savings of £8.634m between 2014/15 and 2023/24. However, during this time additional savings have been achieved due to prevailing economic conditions and their impact on public sector funding. This has resulted in cumulative expenditure reductions of £67.201m over the life of ARA. This is significantly in excess of the £8.634m originally envisaged.

The Benefits Realisation Strategy and Plan

- Ensures benefits are identified and also defined at the outset, and appropriately linked to the East Ayrshire and South Ayrshire Council's strategic objectives.
- Ensures relevant business areas are prepared to realising their defined benefits.
- Reduces the risk of unrealistic optimism in the Detailed Business Case and subsequent benefits realisation dilution or delay during or after potential implementation.
- Drives the process of realising benefits, including benefits measurement, tracking and recording benefits as they are realised.
- Uses the defined, expected benefits as a roadmap for the programme, providing a focus for delivering change.

AYRSHIRE ROADS ALLIANCE IMPROVEMENT ACTION PLAN 2026/27

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 – Annual Review	Document has been presented to Joint committee and will be reviewed annually.
2	Continue to prepare details for developing an integrated Local Transport Strategy.	<p>A Strategy covering both Council areas, which will involve consultation with stakeholders. Information will be gathered to inform the future Local Transport Strategy.</p> <p>Continue to contribute to the Scottish National Transport Strategy, Regional Transport Strategy (RTS) and Strategic Transport Projects Review work.</p>	Head of Service	Ongoing - 2026/27	<p>The Regional Transport Strategy, through SPT, on which the Alliance has Board membership, has now been published.</p> <p>The Local Strategy will be created as an appendix to RTS.</p>
3	Action the Flood Risk Management Plan	<p>Inform the next national cycle of potential flood risk management schemes beyond 2022.</p> <p>Complete flooding schemes and undertake Flood studies.</p>	Head of Service	<p>Complete</p> <p>Ongoing – 2026/27</p>	<p>Reports submitted to both Cabinets Early 2023</p> <p>New Cumnock Flood Defenses Complete</p> <p>Flood studies for Doon and River Ayr and the Troon Coastal Flood study complete</p> <p>River Irvine and Pow Burn flood studies is ongoing</p>

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	Commencement of road improvement works throughout 2026/27	Key dependencies are the Road Improvement Plans approved by the relevant Committees in East Ayrshire and South Ayrshire in spring 2026. 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	Ongoing	Scottish Government and SCOTS guidance is used along with the adoption of the “Safe System” approach. 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	Ongoing	Through the Road Asset Management Plan. Key dependencies are Road Improvement programmes approved by Committees in East Ayrshire and South Ayrshire in spring 2026. Deliver the capital and revenue programmes.
7	Manage and improve the street lighting asset and as technology evolves, install energy efficient lighting schemes	Maintain high standard of fixing dark street lights. Complete the LED lighting replacement programme East Ayrshire and 2 nd generation LED lighting in South Ayrshire.	Head of Service	March 2027	Through the Road Asset Management Plan, with additional funding being provided to commence the LED programme. 97% of streets lights are now LED in EAC; and 100% in SAC.
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	Ongoing	External sources, including Timber Transport, Transport Scotland Active Travel Infrastructure Tier 1 and Tier 2 Funding, SPT, Scottish Government, Ayrshire Growth Deal & Levelling Up / Local Regeneration Fund

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
9	Implementation of Parking Strategy	Develop	Head of Service	Works will be undertaken throughout 2026/27	Parking strategies for Kilmarnock, Ayr, Prestwick and Troon shall be developed across 2026/27.
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	Ongoing	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 2026/27 from initial work was completed in 2017 as a result of amended working practices.	Head of Service	Ongoing	Although initial work has been completed we continue identify improvements and secure capital funding for depot improvements.
13	Review vehicle and plant costs	Continue to review in 2026/27 from initial work that was completed in 2017.	Head of Service	Ongoing	The service continues to review fleet requirements with the most recent improvement being on the management of vehicle utilisation, electric vehicles and Telematics.
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 and 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 the AGD Roads Projects & delivery of Commercial Build enabling works.	Head of Service	Ongoing	Ayrshire Roads Alliance will deliver the AGD Road Improvement project and continue to support other project teams in the delivery of physical works to allow Ayrshire Growth Deal development to progress.
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	Ongoing	In recognition of the anticipated increase in Active Travel work, it is proposed to further expand the team who will be dedicated directly to delivering this work.

Official

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 needs of the road users/communities in both Council areas.	Head of Service	Complete	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	Ongoing	Pavement parking enforcement commenced in 2025 and Exemption Orders will be progressed on 2026/27 on approval from both authorities.
22	Levelling Up Fund	East Ayrshire and South Ayrshire Councils contribute to this process to ensure that the outcome/output meets the needs of the road users/communities.	Head of Service	Complete	Further updates awaited on future Levelling Up funding
23	Digital Transformation	Develop modules to deliver end to end digital processes.	Business Support Manager	Ongoing	<p><u>Implemented</u></p> <p>TTRO applications, TRIPS, Traffic Signal permits, External works register for EAC & SAC and Drivers Permits</p> <p><u>Development</u></p> <p>Professional Design Services – F&PM (East & South)</p> <p><u>Processed Mapped</u></p> <p>Educational visits (EAC school transport), Licensing – East & South Ayrshire, TRO's, Line Marking, Permits – Skip, Scaffolding and Road opening and Disabled Bays.</p>

East Ayrshire Council Strategic Priorities 2026/27

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Progress and complete the New Cumnock Flood Protection Project	Complete the flood prevention projects and the Leggate and beside the Afton Water	Head of Service	Complete	East Ayrshire Council and Scottish Government funding. The full scheme was completed in 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 2027	The Kilmarnock Feasibility Study is being undertaken and will 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	The East Ayrshire Active Travel Strategy has been updated and further public consultation completed, a report will be submitted to Council for approval following summer recess 2026
4	EV Strategy	Develop EV strategy across East Ayrshire Network	Head of Service	Complete	Concessionaire Contract awarded in May 2026. Delivery phase commencing June 2026.
5	Ash Dieback Strategy	Develop a risk based strategy for the management of Ash Dieback	Head of Service	Ongoing	Survey reports received March 2026. Works ongoing with 28-day notices to owners with objections referred to legal services.

South Ayrshire Council Strategic Priorities 2026/27

Action		Success Criteria/ Desired Outcome	Responsible	Timescale	Details
1	Implementation of parking strategies for South Ayrshire.	Complete this work with improved parking provision and management.	Head of Service	March 2027	An Urban and Rural framework for parking strategy implementation has been approved by Council and relevant papers will be submitted over the course of the year.
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	<p>A Surface Water Management Plan has been developed for Ayr, Prestwick and Dundonald. The plan is now being implemented with an initial focus on Longlands Park, Alloway, St Ninians Park, Prestwick and Belmont Road, Ayr. All of these projects are being carried out in partnership with Scottish Water.</p> <p>The Troon Coastal Flood Study has now been completed concluding with an Options Appraisal Report. This report assesses a range of options compared on a technical, economic, social, environmental and health and safety basis. The next stage is being considered.</p> <p>Pow Burn Prestwick Flood Study - Consultant appointed and ongoing.</p>
3	Support and contribute to the Ayrshire Growth Deal	Stimulate economic growth and address inclusive growth concerns. Deliver the AGD infrastructure projects which are being developed	Head of Service	Ongoing	Ayrshire Roads Alliance will deliver the AGD Road Improvement project and continue to support other project teams in the delivery of physical works to allow the Ayrshire Growth Deal development to progress.

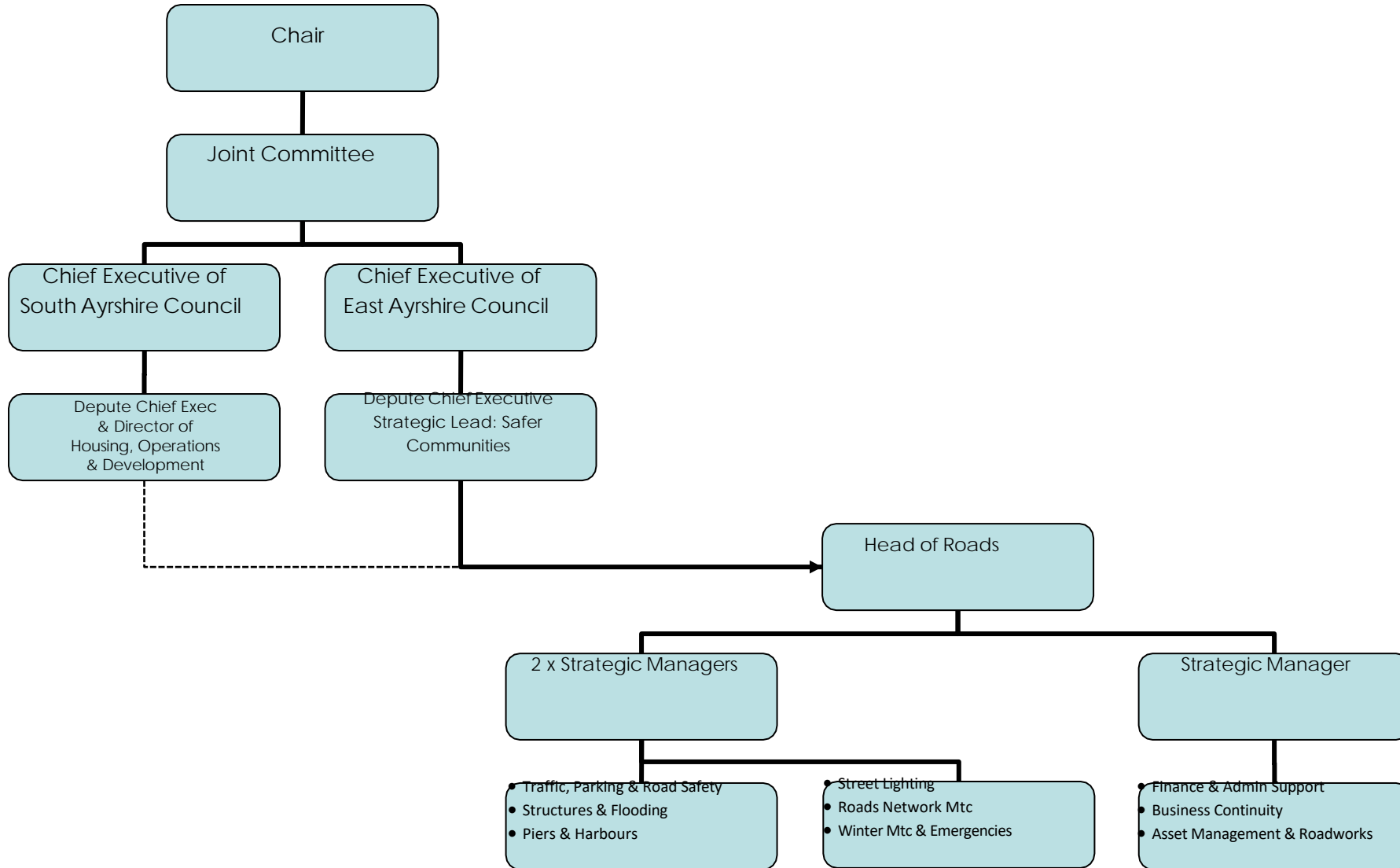
Official

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	Phase 1, 2 & 3 - complete Phase 4 – Girvan complete. Coylton, Maybole, Barr & Pinmore to be progressed. Phase 5 – Troon, Prestwick & Ayr to be progressed in future years
5	Anticipated Budget Reductions in 2026/27	Continue to provide a high quality roads service within decreasing available budgets.	Head of Service	March 2027	Reports to various Committees.
6	Active Travel Strategy	Develop active strategy for travel across South Ayrshire Network	Head of Service	Ongoing	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	Ongoing	Concessionaire Contract awarded in May 2026. Delivery phase commencing June 2026.
8	Levelling Up Fund	Submission of Active Travel bid	Head of Service	Complete	Joint bid with NAC for active travel route Ayr to Irvine successful.
9	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	Complete	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 with Task Force the next stage.
10	Ash Dieback Strategy	Develop a risk based strategy for the management of Ash Dieback	Head of Service	Ongoing	Survey reports received January 2026. Works ongoing with 28-day notices to owners with objections referred to legal services.

Official

11	The International Ayrshow - Festival Of Flight	Delivery of Event Traffic and Transport Management	Head of Service	Ongoing	Successfully delivered in 2024 and 2025. Planning in progress for 2026 event.
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APPENDIX 1 – ORGANISATIONAL CHART



APPENDIX 2 – STRATEGIC AND LOCAL DELIVERY SPLIT

TABLE 1 - SPLIT BETWEEN STRATEGIC AND LOCAL DELIVERY

Strategic Service Delivery	Local Service Delivery
<p>Asset and Performance Local Transport Strategy; Transportation Policy; Road Safety Plan; Cycling Strategy Council/Partner Liaison;</p>	<p>Transportation, Development Control and Road Safety Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Travel Planning; Planning Applications; Development Planning; Section 75 Agreements; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education. Maintenance of Traffic signals, traffic signs, Traffic Orders; Traffic Counts, Accident Investigation and Prevention;</p>
<p>Asset and Performance Asset Management Plan; Performance Monitoring; Parking Strategy. Scottish Roadworks Register</p>	<p>Asset, Traffic and Parking Car Park Maintenance and Parking Enforcement. Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Issue of Permits; Accident Investigation and Prevention;</p>
<p>Asset and Performance Flood Risk Management Strategy; Flood Risk Management Plans;</p>	<p>Design and Environment Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours. Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major Road Schemes and Improvements. Road Construction Consents</p>
<p>Construction and Roads Maintenance Winter Service Planning; Street Lighting Management;</p>	<p>Operations Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights. Carriageway Inspections; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design; Festive Lighting, Construction of Road Safety Schemes; Design of Minor Road Schemes.EV Charging.</p>

Strategic Service Delivery	Local Service Delivery
<p>Business Operations</p> <p>Scottish Roadworkers National Training Programme New Business opportunities</p>	
<p>Support Services HR, Finance, ICT, and Administrative Support.</p>	

ANNUAL PERFORMANCE INDICATORS (CALENDAR YEAR)	AYRSHIRE ROADS ALLIANCE							
	East Ayrshire				South Ayrshire			
	2022	2023	2024	2025	2022	2023	2024	2025
Number of people killed or seriously injured in road accidents per 100,000 population	42	48	34	34	54	28	54	35
Number of slightly injured casualties per 100,000 population	58	82	57	39	52	30	58	48

ANNUAL PERFORMANCE INDICATORS (FINANCIAL YEAR)	East Ayrshire Council											South Ayrshire Council									
	2020/22	2020/22 Scotland Average	2021/23	2021/23 Scotland Average	2022/24	2022/24 Scotland Average	2023/25	2023/25 Scotland Average	2024/26	2024/26 Scotland Average	2020/22	2020/22 Scotland Average	2021/23	2021/23 Scotland Average	2022/24	2022/24 Scotland Average	2023/25	2023/25 Scotland Average	2024/26	2024/26 Scotland Average	
% of A Class roads that should be considered for maintenance	17.20%	27.60%	15.60%	27.40%	17.60%	28.90%	17.70%	30.60%	14.90%	30.30%	28.90%	27.60%	23.00%	27.40%	21.7%	28.90%	23.4%	30.60%	21.60%	30.30%	
% of B Class roads that should be considered for maintenance	26.85%	33.60%	27.00%	31.50%	26.10%	32.50%	25.20%	34.60%	24.80%	33.40%	34.40%	33.60%	32.50%	31.0%	32.50%	28.6%	34.60%	25.90%	33.40%		
% of C Class roads that should be considered for maintenance	29.50%	33.20%	29.60%	32.70%	31.00%	33.40%	30.80%	34.20%	28.70%	32.90%	37.90%	33.20%	38.90%	32.70%	38.1%	33.40%	37.6%	34.20%	36.10%	32.90%	
% of U Class roads that should be considered for maintenance	40.90%	36.70%	40.60%	36.40%	39.00%	36.20%	37.00%	36.20%	37.20%	36.40%	42.90%	36.70%	41.00%	36.40%	38.5%	36.20%	36.4%	36.20%	38.10%	36.40%	
Overall % of the road network that should be considered for maintenance	33.80%	34.20%	33.50%	33.60%	33.00%	34.10%	31.70%	34.70%	31.20%	34.40%	39.00%	34.20%	37.40%	33.60%	35.5%	34.10%	34.0%	34.70%	33.90%	34.40%	

AYRSHIRE ROADS ALLIANCE																
MONTHLY PERFORMANCE INDICATORS	APSE Average	Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
FINANCE																
No of invoices paid within 30 days	-	98%		333	357	323	383	361	378	418	330	276	387	457	401	
No of Invoices Received				341	358	325	390	365	379	422	333	288	391	465	401	
% of invoices paid within 30 days				98%	99%	99%	98%	98%	99%	99%	99%	96%	98%	98%	100%	99% Annual
Average Year to date of Number of Invoices paid within 30 days				98%	98%	98%	98%	98%	98%	98%	98%	98.00%	98.00%	99.00%	99.00%	
HEALTH AND SAFETY																
Number of ARA Safety Inspections Completed within Timescale	92.02%	90%		47	47	40	40	44	44	36	44	29	36	45	43	
Number of ARA Safety Inspections Scheduled				53	53	47	52	53	53	47	52	37	46	52	48	
% of ARA Safety Inspections Completed within timescale				89%	89%	86%	77%	84%	84%	77%	85%	79%	79%	87%	90%	
Number of Health & Safety Incidents Reported to the Health & Safety Section				2	3	3	5	3	2	3	3	1	5	4	4	
Average Number of days to report an incident to the Health and Safety Section		5		1.5	2.7	36.3	1.6	3	1	1	1.3	1	1.8	1	1.5	

AYRSHIRE ROADS ALLIANCE																
Performance Information	APSE Average	Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
ABSENCE MONITORING																
Average days lost per employee	-	-		0.94	0.78	0.91	1.21	0.82	0.59	0.97	1.08	1.27	1.13	1.47	1.64	
WELL ENGAGED																
Visits to the ARA Website every month	-	49,000 per annum		1,751	3,928	6,316	9,795	9,501	8,555	8,666	1,658	4,671	13,494	9,346	10,481	
No of Twitter Followers every month	-	-		4,576	4,561	4,559	4,566	4,564	4,560	4,554	4,549	4,554	4,528	4,545	4,545	
Monthly visits to the website from social media	-	1,800 per annum		140	562	1,258	1,736	857	986	803	153	601	6,725	2,061	1,447	

MONTHLY PERFORMANCE INDICATORS	APSE Average	EAST AYRSHIRE COUNCIL														SOUTH AYRSHIRE COUNCIL																		
		Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments				
FACETIME																																		
Number of staff who have received annual FACETIME review	-	100%		2	2	0	0	0	0	0	0	0	0	0	0	100%		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Managers are aware of the importance of undertaking FACE reviews with staff
PUBLIC LIABILITY CLAIMS																																		
Number of Public Liability claims closed	-	-	-	5	3	3	8	7	1	6	0	2	16	9	5	-	-	10	6	6	2	2	4	2	3	0	3	7	9					
Number of Public Liability claims received				6	7	3	3	7	3	1	2	13	14	13	18			7	3	3	3	5	3	6	4	16	14	23						
Total number of open claims				57	63	63	27	35	44	39	41	52	50	52	65			65	46	40	34	38	40	41	44	48	61	68	82					
Number of Public Liability Claims that were successful				0	0	0	0	1	0	0	0	0	0	0	0			0	1	0	0	0	0	0	0	0	0	0	0		0			
% of Public Liability Claims that were successful				0%	0%	0%	0%	14%	0%	0%	0%	0%	0%	0%	0%			0%	16%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%		0%			
PRIORITY 1 FAULTS																																		

Number of Priority 1 Road Emergency defect repairs made safe within 2 hours	91.20%	75%	↑	0	2	1	2	1	1	0	7	3	3	3	4	75%	↑	3	2	2	2	1	0	3	2	3	7	2	3
Number of Priority 1 Repair Lines issued				0	2	1	2	1	1	0	7	3	3	3	5			3	2	2	2	1	0	3	2	3	7	4	3
% of Priority 1 Road Emergency defect repairs made safe within 2 hours				-	100%	100%	100%	100%	100%	-	100%	100%	100%	100%	80%			100%	100%	100%	100%	100%	-	100%	100%	100%	100%	50%	100%

PRIORITY 2 FAULTS

Number of Priority 2 Road Emergency defect repairs made safe within 5 working days	76.23%	50%	↑	8	17	8	7	6	3	4	34	14	8	22	17	50%	↑	20	5	6	11	7	11	9	22	23	30	18	29
Number of Priority 2 Repair Lines issued				10	18	10	8	6	3	4	36	14	11	22	17			0	5	7	11	7	11	9	25	25	34	21	32
% of Carriageway Priority 2 Defects repaired within 5 working days				80%	95%	80%	88%	100%	100%	100%	95%	100%	73%	100%	100%			95%	100%	86%	100%	100%	100%	88%	92%	88%	86%	91%	

COMPLAINTS

Number of Stage 1 Complaints responded to within allotted timescales	-	100%	↑	0	1	0	3	1	2	1	2	1	2	2	2	100%	↑	0	4	1	2	1	2	1	1	0	0	1	2
Number of Stage 1 Complaints received				0	1	0	3	1	2	1	2	1	2	2	2			0	4	1	2	1	2	1	1	0	0	1	2
% of Stage 1 Complaints responded to within allotted timescales				-	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%			-	100%	100%	100%	100%	100%	100%	-	-	100%	100%	
Number of Stage 2 complaints responded to within allotted timescales	-	100%	↑	0	0	0	0	0	0	0	3	0	1	1	1	100%	↑	1	0	2	0	-	1	0	1	0	0	0	0
Number of Stage 2 complaints received				0	0	0	0	0	0	0	3	0	1	1	1			1	0	2	0	-	1	0	1	0	0	0	
% of Stage 2 complaints responded to within allotted timescales				-	-	-	-	-	-	-	100%	-	100%	100%	100%			100%	-	100%	-	-	100%	-	100%	-	-	-	-

PARKING

Number of parking appeals accepted	-	-	-	30	29	33	36	34	42	58	47	33	29	39	21	-	-	62	75	52	36	31	74	55	37	41	54	43	55
Number of parking appeals received				99	113	108	114	109	117	114	98	93	105	99	81			182	214	245	161	138	207	209	130	153	161	183	237
% of parking appeals accepted				30%	26%	31%	32%	32%	36%	51%	47%	35%	27%	39%	26%			34%	35%	21%	22%	22%	35%	26%	28%	27%	33%	23%	24%

MONTHLY PERFORMANCE INDICATORS	APSE Average	EAST AYRSHIRE COUNCIL														SOUTH AYRSHIRE COUNCIL													
		Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target	Current Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
ROADWORKS PROGRAMME																													
Physical % of Roadworks Programme Completed	-	100%	↑	1%	8%	11%	20%	23%	33%	48%	64%	73%	74%	77%	77%	100%	↑	20%	28%	40%	55%	66%	80%	85%	90%	95%	95%	95%	95%
BRIDGES																													
Number of General Bridge Inspections	-	435	↑	50	47	12	47	51	30	43	59	31	40	31	61	255	↑	36	40	32	26	35	45	0	0	0	0	12	29
Number of Special Bridge Inspections	-	396	↑	7	61	7	61	7	61	7	49	7	61	7	61	174	↑	27	5	27	5	27	4	27	5	27	6	28	7
Number of Principle Bridge Inspections	-	92	↑	0	5	34	113	35	75	56	5	40	0	12	4	22	↑	9	11	2	0	0	0	0	0	0	0	0	
STREET LIGHTING																													
Number of Street Lighting repairs completed within 7 working days	88%	95%	↑	53	35	34	54	37	92	103	115	102	110	70	60	95%	↑	50	39	30	44	71	75	118	142	110	155	62	104
Number of Street Lighting Repair Lines Issued				54	35	35	56	37	92	104	118	105	110	70	64			50	39	30	48	71	75	122	146	114	155	62	104
% Street Lighting repairs completed within 7 working days				98%	100%	97%	99%	100%	100%	99%	98%	97%	100%	100%	94%			100%	100%	100%	92%	100%	100%	97%	97%	97%	100%	100%	100%
TRAFFIC LIGHTS																													
Number of Traffic light repairs completed within 48 hours	88.23%	95%	↑	26	27	14	21	28	20	33	19	20	11	20	17	95%	↑	22	11	18	14	9	18	18	16	12	14	17	14
Number of Traffic light repair lines issued				26	27	14	21	28	21	33	20	20	11	20	18			23	13	18	14	9	19	19	16	14	14	18	14
% of Traffic light repairs completed within 48 hours				100%	100%	100%	100%	100%	95%	100%	95%	100%	100%	100%	95%			96%	85%	100%	100%	100%	95%	95%	100%	86%	100%	95%	100%
ENQUIRIES																													
Number of enquiries responded to within allotted timescales	83.44%	80%	↑	88	85	114	93	84	62	67	68	35	67	67	96	80%	↑	52	39	39	30	27	30	22	16	16	26	35	32
Number of enquiries received				90	88	118	94	87	65	72	74	45	74	77	104			55	45	44	31	27	35	27	24	24	27	36	40
% of enquiries responded to within allotted timescales				98%	97%	97%	99%	97%	95%	93%	92%	78%	91%	87%	92%			95%	87%	89%	99%	100%	86%	81%	67%	67%	97%	97%	80%
FREEDOM OF INFORMATION																													
Number of FOI & EIR requests responded to within 20 working days	88.52%	100%	○	28	13	16	16	30	16	18	18	8	17	17	14	100%	○	25	9	23	14	23	17	17	21	17	20	21	17
Number of FOI & EIR requests received				28	13	16	16	30	16	18	18	8	17	17	14			25	9	24	16	23	17	17	21	17	21	21	17

% of FOI & EIR requests responded to within 20 working days				100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%	100%	96%	88%	100%	100%	100%	100%	100%	96%	100%	100%	
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[Official](#)

South Ayrshire Council

Report by Depute Chief Executive and Director of Housing, Operations and Development to South Ayrshire Council of 25 June 2026

Subject: Ayrshire Roads Alliance 10 Year Review

1. Purpose

- 1.1 The purpose of this report is to present the findings and recommendations of the 10-Year Review of the Ayrshire Roads Alliance (ARA). The Review reflects on progress since the establishment of ARA in 2014 and makes recommendations for future advancement of the service.

2. Recommendation

2.1 It is recommended that the Council:

- 2.1.1 **notes the completion of the Ayrshire Roads Alliance 10 Year Review, as attached at Appendix 1;**
- 2.1.2 **notes the findings and recommendations arising from the Review, together with the Recommendations and Next Steps action plan attached as Appendix 2;**
- 2.1.3 **endorses recommendations 8, 9 and 25 of the review (adopting the revised strategic/delivery split as approved by both Councils in 2021, allocation of income to each respective authority area and making the existing temporary Strategic Manager post permanent)**
- 2.1.4 **notes that implementation of recommendations will be progressed within existing governance arrangements, with further reports brought forward where required, and;**
- 2.1.5 **otherwise notes the contents of the report.**

3. Background

- 3.1 ARA was established in 2014 as a shared service between South Ayrshire Council (SAC) and East Ayrshire Council (EAC) for the delivery of roads maintenance, transportation, traffic management, flooding, street lighting, parking and related infrastructure services.
- 3.2 The shared service model was developed to improve resilience, reduce duplication, achieve efficiencies and strengthen long-term sustainability while continuing to meet statutory responsibilities under the Roads (Scotland) Act 1984 and associated legislation.
- 3.3 Since its establishment, ARA has delivered a wide range of operational, financial and strategic benefits across both Council areas, including collaborative procurement, shared specialist expertise, enhanced digital systems, coordinated winter maintenance operations and delivery of infrastructure investment programmes.
- 3.4 Both Councils agreed that it would be appropriate to undertake a formal review following ten years of operation in order to evaluate performance, governance arrangements, workforce resilience, financial sustainability and future opportunities for the service.
- 3.5 The Review was undertaken between June and December 2025 and was led by ARA's Strategic Leads for Business Support and Transport in consultation with Elected Members, employees and stakeholders.
- 3.6 The Review considered:
- (i) strategic priorities and service performance;
 - (ii) governance and accountability arrangements;
 - (iii) financial and resource performance;
 - (iv) workforce profile and development;
 - (v) benchmarking and performance;
 - (vi) environmental and strategic challenges;
 - (vii) opportunities for future improvement, and;
 - (viii) the potential future expansion of the shared service model.
- 3.7 The Review confirms that ARA has delivered significant cumulative savings exceeding £8.6 million since 2014 while maintaining operational resilience and continuing to perform strongly against national benchmarking indicators.
- 3.8 The Review also concludes that the existing governance and operational model provides a strong foundation for future service development and potential expansion, subject to future governance and financial considerations.

4. Proposals

- 4.1 Council is requested to consider the findings of the 10-Year Review attached as Appendix 1.
- 4.2 The Review highlights a number of significant achievements over the first decade of the shared service including:
- (i) delivery of recurring financial savings and efficiencies;
 - (ii) strong operational resilience during severe weather events;
 - (iii) investment in active travel, flood prevention and low-carbon infrastructure;
 - (iv) continued digital transformation through systems such as Roads Online;
 - (v) workforce development through apprenticeship and trainee programmes; and
 - (vi) strong benchmarking performance against comparator authorities.
- 4.3 The Review also identifies a number of opportunities for continued improvement and future development. These are summarised within the Recommendations and Next Steps document attached as Appendix 2.
- 4.4 The Review also highlights the opportunity for enhanced regional collaboration across Ayrshire, including the further expansion of ARA to incorporate North Ayrshire. This aligns with the Scottish Government's wider [Public Sector Reform Strategy](#) which includes a commitment to building shared services at greater scale, in pursuit of overall efficiency gains. The report does not include a formal proposal for expansion but does conclude that there is merit in exploring this opportunity further. It is noted however that any expansion would require detailed feasibility work, including governance alignment, financial modelling, workforce engagement and political agreement. That further detailed consideration may be undertaken regarding any future expansion of the shared service model, subject to agreement by all relevant partner authorities and future governance approval.
- 4.5 Implementation of recommendations will be progressed through existing service planning and governance arrangements, with further reports presented to Members where appropriate.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements.
- 5.2 There are no procurement implications arising directly from this report. Any future procurement activity arising from implementation of recommendations will be undertaken in accordance with the Council's procurement procedures and governance arrangements.

6. Financial Implications

6.1 The table below provides a summary of financial implications from the initial recommendations made within the report

Rec.	Description	EAC (£m)	SAC (£m)	Net (£m)
8	Revised Strategic / Local Split	(0.135)	0.135	-
9	Reallocate Income	0.018	(0.018)	-
25	Make temporary Strategic Lead post permanent	0.052	0.052	0.104
Total		(0.065)	0.169	0.104

6.2 Any future financial implications arising from implementation of other recommendations contained within the Review will be subject to separate consideration and approval through the appropriate Council governance and budget setting processes.

7. Human Resources Implications

7.1 The Review contains recommendations relating to workforce planning, succession planning, training, attendance management and potential future harmonisation of terms and conditions. Trade Unions will be briefed in advance of the Council meeting.

7.2 Any proposals with direct human resource implications will be subject to appropriate consultation and separate approval processes where required.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 The recommendations within the Review are intended to strengthen operational resilience, governance, workforce sustainability and long-term service delivery arrangements. Any associated risks will be managed through existing operational and governance arrangements.

8.2.1 *Risk Implications of Rejecting the Recommendations*

8.1.2 Rejecting the recommendations may negatively impact the Council's ability to support continuous improvement, service resilience, workforce sustainability and long-term financial efficiency within the Ayrshire Roads Alliance.

9. Integrated Impact Assessment (incorporating Equalities)

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions or activities requiring an Integrated Impact Assessment at this stage. Any future proposals arising from implementation of recommendations will be assessed as required.

10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to the South Ayrshire Council Plan 2023-2028 priorities of Spaces and Places, Live, Work, Learn and Civic and Community Pride. The 10 Year Review demonstrates the contribution made by Ayrshire Roads Alliance to maintaining and improving the road and transport network, supporting safe and accessible communities, enabling access to employment, learning and services, strengthening town centre and visitor connectivity, and supporting pride in local places through visible investment in roads, lighting, parking, active travel, flooding and coastal infrastructure.

13. Link to Shaping Our Future Council Yes No

- 13.1 The matters referred to in this report contribute to the Council's transformation priority areas of our workforce, our technology, our assets and our delivery model. The review identifies opportunities to strengthen workforce resilience and succession planning, make better use of digital systems and data-led decision making, improve asset management and long-term investment planning, and continue to develop the shared service delivery model to secure cashable, qualitative and quantitative benefits for South Ayrshire Council and partner authorities.

14. Results of Consultation

- 14.1 Public and stakeholder feedback relevant to service performance, customer experience and future improvement has been considered as part of the review. There has been no public consultation on the contents of this report. The report is a strategic review of the Ayrshire Roads Alliance shared service and does not, of itself, approve any new policy, strategy, service reduction or operational change requiring public consultation.
- 14.2 Consultation has taken place with the Depute Council Leader Alec Clark Commercial/Operational Services Policy Lead. The contents of this report reflect any feedback provided.
- 14.3 The review has been informed by engagement with Elected Members through existing governance and scrutiny arrangements, including the Ayrshire Shared Service Joint Committee and relevant Council reporting processes.

- 14.4 Trade Union consultation has not been required at this stage as the report does not seek approval for staffing reductions or contractual change. Any future proposals with workforce implications will be subject to appropriate engagement and consultation in line with Council procedures.
- 14.5 Consultation and engagement has taken place with Ayrshire Roads Alliance staff, senior officers and relevant stakeholders. The feedback received has informed the review findings and the improvement actions relating to governance, accommodation, digital systems, workforce planning, asset management, communication and future collaboration.

15. Next Steps for Decision Tracking Purposes

- 15.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Council decision noted and 10 Year Review used to inform future service planning for Ayrshire Roads Alliance.	Following Council approvals	Jane Corrie, Head of Ayrshire Roads Alliance

Background Papers **None**

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Date: **28 May 2026**



10 YEAR REVIEW

Theresa Mackin - Strategic Manager Business Support
Laura Campbell – Strategic Manager Transport and Fleet

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Table of Abbreviations

	Abbreviation
Ayrshire Roads Alliance	ARA
East Ayrshire Council	EAC
East Ayrshire Leisure Trust (Ayrshire 360 from 1 April 2026)	EALT
Economic, Technical or Organisational	ETO
Electric Vehicle Infrastructure Fund	EVIF
Freedom of Information	FOI
Full time Equivalent	FTE
Local Authorities	LAs
Local Government Benchmarking Framework	LGBF
Local Outcome Improvement Plan	LOIP
North Ayrshire Council	NAC
Penalty Charge Notice	PCN
Roads Asset Management Plan	RAMP
Road Construction Consent	RCC
Road Condition Index	RCI
Service Level Agreement	SLA
South Ayrshire Council	SAC
Strathclyde Partnership for Transport	SPT
Sustainable Development and Climate Change Strategy	SD& CC
Sustainable Urban Drainage System	SuDS
Scottish Roads Maintenance Condition Survey	SRMCS
Traffic Regulation Order	TRO

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Section 1: Executive Summary

Overview

1. The Ayrshire Roads Alliance (ARA) was established in 2014 as a shared service between East Ayrshire Council (EAC) and South Ayrshire Council (SAC) and has now completed its first decade of operation. Over this period, ARA has consistently demonstrated that collaborative service delivery can achieve efficiency, resilience, and innovation while supporting wider community, economic, and environmental objectives.
2. Collaboration has been central to ARA's success and will be critical to its future. The shared service between EAC and SAC has delivered over £8.6 million in cumulative savings, demonstrating the value of joint working. Looking forward, extending collaboration to potentially include North Ayrshire Council (NAC) presents an opportunity that could offer greater benefits, but this will require much more exploration and detailed assessment to determine feasibility, benefits and challenges.

Key Achievements (2014–2024)

3. The review has highlighted a number of key achievements, as outlined below:
 - **Financial Efficiency:** Successfully delivered cumulative savings of £8.634 million, exceeding the original Benefits Realisation Strategy, while continuing to deliver high-quality services. Over the same period, ARA has achieved £21.3 million cumulatively in budget reductions across both Councils.
 - **Operational Resilience:** Enhanced service delivery by consolidating expertise, cross boundary working, reducing duplication, and implementing integrated systems.
 - **Infrastructure Delivery:** Delivered significant improvements including flood mitigation schemes, modernised street lighting through LED upgrades, and the expansion of Ayrshire's electric vehicle charging network. Over the course of the review period the Road Condition Index (RCI) has shown improvement in both EAC and SAC. This period also saw the delivery of new high quality active travel infrastructure, including upgraded cycle routes, improved walking connections and enhanced accessibility features that support sustainable travel across the area.
 - **Sustainability and Climate Goals:** Supported Scotland's net zero commitments by providing new and improved active and sustainable travel routes and investing in low-carbon infrastructure.
 - **Quality and Assurance:** Continually securing ISO 9001 accreditation, underpinned by a culture of continuous improvement reinforced through regular internal and external audits.
 - **Community Impact:** Improved road safety, accessibility, and connectivity contributing to community wellbeing and inclusive economic growth across Ayrshire.

Future Opportunities

4. The 10-Year Review of ARA confirms that the shared service has delivered substantial and sustained value since its establishment in 2014. ARA has evolved into a mature, well-governed, shared service, capable of adapting to change while maintaining statutory compliance and service quality. Building on this strong foundation, ARA is well placed to:
 - Strengthen governance, transparency and streamline frameworks.
 - Continue delivering value for money through collaboration and efficiency.
 - Strengthen financial clarity and long-term sustainability.
 - Develop long-term investment strategies to ensure sustainable renewal of critical roads infrastructure.
 - Continue to invest in digital technology and adopt data-driven decision-making.
 - Pursue coordinated grant applications to maximise external funding opportunities.
 - Enhance workforce resilience and succession planning.
 - Improve transparency, communication, and customer engagement.
 - Support regional working by enabling future expansion where evidence, capacity, and governance allow.
 - Explore, in greater detail with stakeholders, the anticipated future expansion of ARA to include NAC.
5. With strong governance, continued innovation, and a clear strategic direction, ARA is well placed to build on its achievements and continue delivering high-quality, resilient transportation and roads services for the communities of Ayrshire — while remaining ready to expand when partner authorities, including North Ayrshire Council, are prepared to do so.

Summary and Conclusions

6. The first decade of ARA has been marked by proven efficiency, innovation, and community benefit. With an ongoing focus on continuous improvement, sustainability, and collaborative delivery, ARA is positioned to achieve even greater success over the next ten years, ensuring resilient, efficient, and high-quality roads and transportation services for the communities of Ayrshire.
7. Recommendations and next steps for improvement are referenced throughout the report and summarised at Appendix 1, setting out clear and practical actions that are designed to improve service quality, meet the needs of stakeholders, strengthen asset management and support long-term sustainability.
8. Crucially, the review confirms that the existing ARA model is scalable and expandable. It is well positioned to accommodate additional partner authorities, including North Ayrshire Council, should they wish to join the Alliance in the future. Any such expansion would of course be subject to readiness, capacity, and appropriate governance approval, but the foundations are already in place to support a phased and controlled transition.

Section 2: Introduction

Purpose of Review

9. This 10-year review of ARA, a shared service between EAC and SAC, evaluates performance, stakeholder feedback, cost-effectiveness, and future delivery options.
10. The report will highlight that ARA has successfully delivered measurable success and achieved substantial efficiencies, improved service quality, and demonstrated resilience across a decade of operations.

Background to ARA

11. ARA was established in 2014 as a shared service arrangement between EAC and SAC for the delivery of roads maintenance, infrastructure improvements and transport related services. The model was designed to improve service quality, reduce duplication, improve long-term resilience and achieve economies of scale while meeting the statutory duties under the Roads (Scotland) Act 1984.
12. It was identified that a number of benefits could be successfully achieved with the establishment of ARA. These included:
 - Savings of £8.634 million achievable over the first 10 years with no impact on service levels or quality
 - Delivery of efficiencies through the removal of duplication in particular service areas
 - Sharing of best practice
 - Establishment of integrated systems and procedures and increased value for money through procurement.
 - Increased long-term resilience and sustainability of the service as a result of the greater size of the Alliance compared with the two separate Roads Services.
13. Over the past decade, ARA has sought to provide cost effective, resilient, and sustainable roads network management across both Local Authorities (LAs). It has contributed and achieved regional objectives, such as supporting economic growth, improving road safety (South Ayrshire Council, 2020) (East Ayrshire Council, 2024) and enabling active travel in line with the National Transport Strategy 2 (Transport Scotland, 2020).
14. Ten years on, it is timely to review ARAs performance, assess the value it has delivered and consider its future in a changing operating context that includes climate change and continuing financial pressures.
15. This review aims to provide a robust evidence base to enable strategic decision making by senior management, Elected Members, partner authorities, and key stakeholders.

Planned Stages of the Review

16. The review has proceeded through five stages:

- Examining the overall provision of the service and how it meets objectives.
- Consulting with employees, users of the service, and other stakeholders to establish their views on the way the service is delivered.
- Examining the effectiveness of the current service delivery arrangements, assessing where improvements can be made and if there are barriers to successful service delivery.
- Examining the scope for improvement through internal improvements and alternative working methods.
- Benchmarking to compare the service with other Local Authorities and assessing alternative ways of providing the service.

17. The starting point for the review was to review key data that fed into the core objectives. This included a review of:

- The policies and strategies against what has been delivered.
- Performance information of assets managed and maintained.
- The service standards delivered.
- The resources currently being deployed to manage and maintain assets.
- How the resources are currently organised, including strategic and local service delivery split.
- An analysis of the costs of delivering the services (including income generation) and then benchmark the costs as Value for Money (VFM).

Review Governance and Timeline

18. The review was led by ARAs Strategic Leads for Business Support and Transport, in consultation with ARA's senior leadership, Elected Members, the workforce, and external stakeholders. The review was conducted from June – December 2025.

Report Structure

19. This report provides a detailed account of the findings of the review and presents strategic and operational aspects of ARA within the following areas:

- Key strategic priorities and performance (linking to EAC and SAC strategies, community outcomes, benchmarking results).
- Overview of ARAs roles and responsibilities (service overview, governance, statutory duties).
- Governance and accountability (internal/external audit, Ayrshire shared service joint committee oversight, local vs strategic delivery)
- Financial and resource performance (revenue, capital, grant funding, savings, external works, in-house vs contractor analysis).
- Workforce profile (staffing levels, engagement, succession, training, survey insights).

- Performance and benchmarking (road condition, APSE/SCOTS, LGBF, community satisfaction).
- Employee and stakeholder engagement (surveys, workshops, stakeholder consultations, perceptions of service quality and governance).
- Environmental and strategic analysis (PESTLE, SWOT, risks, challenges)
- Opportunities and considerations for improvement (digital transformation, grant funding strategy, workforce renewal, collaboration, expansion of ARA).
- Risks and challenges (financial pressures, ageing infrastructure, dual governance complexities, climate impacts).
- Options appraisal (expanded shared service model (Subject to approval by NAC it is anticipated future inclusion of NAC supported in principle and expected pending detailed work) retain shared service, hybrid model, full outsourcing, reversion to separate Councils).
- Findings, conclusions, and recommendations (future vision, strategic priorities, continuous improvement).

Summary and Conclusions

- 20.** This introduction has outlined the purpose, stages and scope of the report. The sections that follow present a structured analysis of the service and its contribution to the delivery of key strategies, along with areas for improvements, presented as recommendations and next steps.

Section 3: Strategic Context

Strategic Alignment with East Ayrshire and South Ayrshire Council Plans

21. As part of the review, it is important to identify the intended outcomes of the existing service delivery model and how they align to the strategic objectives of each Council.
22. ARA serves as a vital delivery mechanism for transport infrastructure that directly supports the strategic priorities of both EAC and SAC. Below is how ARA's activities align with each Council's long-term strategic objectives, underpinned by their published plans and policies, along with details of regional strategies.

East Ayrshire Council

Strategic Plan 2022–2027

23. EAC's Strategic Plan (2022–2027) is structured around six core themes:
 - Building a Fairer Economy
 - Tackling Poverty and Inequality
 - Improving Community Wellbeing
 - Supporting Children and Young People
 - Delivering a Clean, Green East Ayrshire
 - Ensuring Financial Sustainability and Resilience
24. The Strategic Plan sits within a wider Strategic Framework and is underpinned by the Council's Medium Term Financial Strategy, Workforce Strategy and Digital Strategy.

ARA's Contribution:

- **Cleaner, greener East Ayrshire:** ARA's active travel infrastructure and flood mitigation interventions underpin climate change goals, contributing to environmental sustainability.
- **Fairer economy & wellbeing:** Reliable Road maintenance enhances access to employment, services, and healthcare, supporting community wellbeing and economic inclusion.
- **Financial sustainability:** Shared service delivery and joint procurement through the Alliance support cost-effective, resilient service operations.

Community Planning & Local Outcomes Improvement Plan

25. East Ayrshire's Community Plan Review identified the following strategic priorities for the three-year period 2024–2027: Growth, Wellbeing, Fairness, and Sustainability. The Local Outcomes Improvement Plan 2024-2027 sets out the high-level outcomes that the Community Planning Partnership is seeking to achieve and the indicator data that will be used to assess progress.

ARA's Contribution

- ARA has unequivocally supported growth (through enabled connectivity), well-being (via safer, more accessible networks), fairness (by tackling mobility inequality), and sustainability (through active travel).

Kilmarnock Strategic Vision 2022–2027

26. The Kilmarnock Strategy Vision prioritises regenerative urban redevelopment, active travel infrastructure and hubs, electric vehicle infrastructure, and accessible public transport facilities.

ARA's Contribution

- ARA's delivery of cycling infrastructure, flood risk management, and sustainable transport corridors contributes directly to these place-based, regeneration-oriented projects.

East Ayrshire Climate Change Strategy

27. East Ayrshire's Climate Change Strategy sets out the Council's approach to combat climate change under the four key themes of: Energy, Transport, Waste and Natural Environment.

ARA's Contribution:

- ARA's practice of integrating flood management and active travel with core maintenance services supports these objectives.
- ARA-enabled model (e.g., active travel plans and routes, electric vehicle infrastructure) underpins emissions reduction and environmental resilience.

South Ayrshire Council

Council Plan 2023–2028

28. South Ayrshire's priorities are centred on:

- Spaces and Places
- Live, Work, Learn
- Civic and Community Pride

ARA's Contribution:

- **Spaces and Places:** Delivering improvements in infrastructure that enhances urban environment quality, supports recreational access, and shapes functional public realms.
- **Live, Work, learn:** Maintenance of road and footway networks ensures dependable access to shops, schools, workplaces, and recreational spaces.

- **Community Pride:** Visible improvements in road conditions, flood resilience, and active travel cultivate public confidence and pride in local services.

Strategic Change Framework

29. The “South Ayrshire Way Strategic Change Programme” focuses on service sustainability, asset maximisation, and digitally enabled service delivery.

ARA’s Contributions

- ARA’s investment in digital systems, consolidated service delivery, and streamlined operations align with the Council’s ambitions for innovation and service transformation.

Local Outcomes Improvement Plan (LOIP) 2024–2029

30. In addition to the Council Plan, South Ayrshire’s Local Outcomes Improvement Plan (2024–2029) provides a framework for inclusive growth, community wellbeing, and environmental sustainability.

ARA’s Contribution

- ARA’s work on road safety and active travel aligns with LOIP priorities by promoting safer, healthier communities and resilient infrastructure.

Strategic Economic Plan: Vision 2030

31. The Council’s long-term strategy seeks transformation in business and community through enhanced infrastructure and local economic development.

ARA’s Contribution

- ARA’s work in maintaining and upgrading transport networks directly facilitates economic development objectives by actively ensuring efficient connectivity across the region.

Climate Change Strategy (SD&CC)

32. South Ayrshire’s Sustainable Development & Climate Change Strategy (approved 2019) is underpinned by three themes: Sustainable Council, Sustainable Environment, and Sustainable Community.

ARA’s Contribution:

- ARA’s practice of integrating flood management and active travel with core maintenance services supports these objectives.
- ARA-enabled model (e.g., active travel routes) underpins emissions reduction and environmental resilience.

Regional Strategies

Regional Economic Strategy

33. EAC and SAC are also committed to the Ayrshire Regional Economic Strategy, which seeks to drive regional prosperity through connectivity and innovation.

ARA's Contribution

- ARA's maintenance and improvement of transport networks are fundamental enablers of this agenda, actively ensuring both EAC and SAC remain competitive and accessible.

Active Travel Strategies

34. EAC and SACs climate and sustainability ambitions are further advanced through development and review of their Active Travel Strategies, which seek to reduce car dependency and embed sustainable transport choices.

ARA's Contribution

- Through collaboration with Sustrans and Transport Scotland, ARA delivers active travel routes and cycling infrastructure that support both LAs, contributing directly to emission reduction and healthier lifestyles.

Pan-Ayrshire Electric Vehicle Infrastructure Project

35. Through the Pan-Ayrshire Electric Vehicle Infrastructure Project, EAC and SAC work alongside NAC to deliver a resilient and future-proof charging network.

ARA's Contribution

- ARA supports this by overseeing the planning, installation, and maintenance of infrastructure that enables wider adoption of electric vehicles across the region.

Summary and Conclusions

36. In summary, ARA plays a significant role in supporting the delivery of Council strategies. Through its integrated approach and alignment with strategic priorities, it contributes to immediate and long-term outcomes, positioning the service as a key enabler in achieving sustainable and coordinated progress across both East and South Ayrshire.

Section 4: Service Overview

Overview

37. ARA operates through a central management structure with service delivery teams embedded in both East and South Ayrshire. This allows for local knowledge and responsiveness while benefiting from shared expertise, joint procurement, and consolidated management systems. Digital technology, collaborative project planning, and coordinated winter maintenance operations are key enablers of efficiency.
38. ARA also works in partnership with external agencies such as Strathclyde Partnership for Transport (SPT), Transport Scotland, Police Scotland, utility companies, and community organisations to coordinate works and minimise disruption to the traveling public.
39. The following paragraphs describe the individual service areas within ARA, along with references to key statutes and legislation.

Service Description and Activities

40. The scope of ARAs responsibilities spans the full lifecycle of network management, from strategic planning to on-the-ground delivery, and is designed to maximise resources, improve service resilience, and provide a consistent standard of infrastructure management across the region.

Network Operations

Road Maintenance

41. ARA delivers a wide range of structural and cyclical maintenance programmes, including planned resurfacing, safety inspection and reactive repairs, gully cleaning, grass cutting and winter maintenance. Investment decisions are guided by the Roads Asset Management Plan (RAMP), which sets priorities to extend asset lifespans and ensure resources are targeted to where they deliver the greatest impact.

Legislation

42. Road maintenance activities are underpinned by several key statutes:
 - Roads (Scotland) Act 1984 – establishes the duty to maintain and manage the public road network.
 - Transport (Scotland) Act 2005 – supports planning and coordination of works across the network.
 - New Roads and Street Works Act 1991 – governs reinstatement standards and coordination with utility providers.
 - Well Managed Highway Infrastructure Code of Practice: 2016 - provides guidance for roads authorities including Road Asset Inspections: A Risked Based Approach risk-based approach to safety inspections which was implemented by ARA April 2019

Winter Service Operations

- 43.** ARA provides gritting, ice and snow clearance across priority routes, supported by weather forecasting and monitoring systems that enable targeted treatments. Strategic salt storage and distribution arrangements ensure continuity during severe conditions, minimising disruption for residents and businesses.

Legislation

- 44.** Winter service operations are delivered in compliance with:
- Roads (Scotland) Act 1984, Section 34 – statutory duty to prevent snow and ice from endangering road users.
 - Health and Safety at Work Act 1974 – ensures safe practices for staff operating in challenging winter conditions.

Street Lighting

- 45.** ARA manages proactive, reactive, and cyclic maintenance of street lighting, including emergency repairs, decorative installations, and the ongoing upgrade to energy-efficient LED systems. Street lighting plays a vital role in community safety, accessibility, and delivery of net zero commitments.

Legislation

- 46.** Street lighting responsibilities are governed by:
- Roads (Scotland) Act 1984 – establishes the duty to maintain lighting on public roads.
 - Electricity at Work Regulations 1989 – ensures safe installation, inspection, and repair of electrical systems.
 - Climate Change (Scotland) Act 2009 – sets out obligations to improve energy efficiency and reduce emissions.
 - BS5489-1:2020 Design of road lighting - general principles of road lighting and public amenity areas and its aesthetic and technical aspects as well as providing guidelines on operation and maintenance.

Traffic Management and Road Safety

- 47.** ARA manages all aspects of a traffic and transportation functions from designing and installing traffic signals, delivering road safety improvement schemes, managing accessible public transport infrastructure, new road traffic signs and road marking installations, traffic regulation orders and temporary permits. ARA also delivers road safety education programmes, active and sustainable travel planning, and contributes to the development and application of national regional and local transport and active travel strategies.

- 48.** Another key function of the traffic team is development control and the consideration of Road Construction Consent (RCC) applications for new roads. ARA are a statutory consultee on all planning applications for developments which are assessed against national development guidelines to ensure compliance with current standards and ensure impacts on our existing road network are mitigated. The assessment of RCC applications ensures that any new roads are built to an acceptable standard for future adoption. Our traffic team also plays a key role in developing Local Development Plans.

Legislation

- Road Traffic Regulation Act 1984 – provides powers to implement traffic regulation orders and manage road use.
- Traffic Signs Regulations and General Directions (TSRGD) 2016 – sets mandatory standards for signs, markings, and signals.
- Road Traffic Act 1988 – outlines responsibilities for road safety and accident prevention.
- Transport (Scotland) Act 2019 – strengthens local powers on low-emission zones, bus priority measures, and active travel.

Environmental Protection and Resilience

Flooding

- 49.** Flood prevention measures are increasingly integrated into road planning and design, reducing risks to communities and infrastructure. ARA delivers drainage improvements, sustainable urban drainage systems (SuDS), and flood protection schemes to manage surface water and mitigate the impact of severe weather.

Legislation

- Flood Risk Management (Scotland) Act 2009 – requires local authorities to assess and manage flood risk.
- Roads (Scotland) Act 1984 – duty to maintain roads, including drainage systems.
- Scottish Government Flood Risk Management Strategies – set out national and local responsibilities.

Coastal Protection

- 50.** ARA inspects, monitors, and maintains sea defences, responding to coastal erosion and tidal surges. These measures protect communities, infrastructure, and economic assets from long-term coastal change. In Girvan ARAs ongoing management of the harbour and marina infrastructure strengthens coastal resilience and operations of vital local maritime and leisure activities.

Legislation

- Coast Protection Act 1949 – powers to undertake works to protect land against erosion and encroachment by the sea.
- Flood Risk Management (Scotland) Act 2009 – integrates coastal protection with wider flood management.
- Roads (Scotland) Act 1984 – duties relating to the safety and accessibility of coastal roads and associated assets.

Carriageway Drainage

- 51.** ARA maintains road drainage infrastructure, including gullies, culverts and ditches, to reduce flooding and environmental damage. Effective drainage is critical to protecting carriageways, extending asset life, and actively ensuring road safety.

Legislation

- Roads (Scotland) Act 1984 – statutory duty to maintain road drainage systems.
- Water Environment and Water Services (Scotland) Act 2003 – Duties on sustainable water management.
- Environmental Protection Act 1990 – responsibilities for pollution prevention.

Active Travel and Special Projects

- 52.** ARA develops and delivers active travel infrastructure such as cycle lanes, walking paths, and mobility hubs. Partnership work with Sustrans and Transport Scotland ensures Ayrshire contributes to Scotland's national targets for healthier, low-carbon travel.

Legislation

- Transport (Scotland) Act 2019 – Powers for promoting and supporting active travel.
- Climate Change (Scotland) Act 2009 – commitment to reducing transport emissions.
- Equality Act 2010 – actively ensuring accessible infrastructure for all users.

Supporting infrastructure and Resources

Structures and Bridges

- 53.** ARA inspects, maintains, and strengthens bridges, culverts, retaining walls, and other highway structures. Compliance with national inspection regimes ensures safety, reliability, and resilience of critical infrastructure.

Legislation

- Roads (Scotland) Act 1984 – statutory duty to maintain public road structures.
- Design Manual for Roads and Bridges (DMRB) – technical standards for inspections and works.
- Construction (Design and Management) Regulations 2015 – health and safety requirements for structural works.

Fleet and Plant

- 54.** ARA operates and maintains vehicles, plant, and specialist equipment to deliver services efficiently. Plans are in place to modernise and decarbonise the fleet, supporting resilience and sustainability across operations.

Legislation

- Goods Vehicles (Licensing of Operators) Act 1995 – operator licensing requirements.
- Road Traffic Act 1988 – Statutory Compliance for Vehicle Safety.
- Climate Change (Scotland) Act 2009 – obligations for fleet decarbonisation.
- Health and Safety at Work Act 1974 – duty of care for operators and maintenance staff.

Asset Management

- 55.** ARA takes a strategic, consideration-based approach to managing its assets, using condition surveys and lifecycle planning to prioritise investment. This ensures consistent service levels and maximises value for money across both Councils.

Legislation

- Roads (Scotland) Act 1984 – overarching duty to manage and maintain road assets.
- Transport (Scotland) Act 2005 – supports asset planning and coordination.
- Audit Scotland Best Value Framework – accountability for public resource management.

Enabling Services

Business Support

- 56.** Business support underpins all operational areas, covering HR, finance, ICT, procurement, and governance. It also co-ordinates training, links closely with Health and Safety to manage Health Surveillance across the Service, as well as customer service functions.

Legislation

- Local Government in Scotland Act 2003 – Duty of Best Value in service delivery.
- Public Finance and Accountability (Scotland) Act 2000 – framework for financial management.
- Procurement Reform (Scotland) Act 2014 – Rules for sustainable and transparent procurement.
- Data Protection Act 2018 – requirements for safeguarding personal information.

Parking

- 57.** Until recently ARA managed parking enforcement through dedicated parking enforcement teams located in Kilmarnock and Ayr assisted by a team of support officers. The service was delivered fully in-house and covered all aspects of parking enforcement from the point at which penalty charges are issued through to appeal and/or payment including on-street and off-street parking, pavement parking, residents parking, disabled bays and camper van facilities.
- 58.** In February 2026 East Ayrshire Council approved a new service model which will see the enforcement element of the parking service delivered in East Ayrshire via a partnership approach through the City of Edinburgh / Marston Ltd contract which is scheduled to commence in June 2026. South Ayrshire Council considered a similar model but decided to retain enforcement in-house however requested officers to review the service provision in South Ayrshire and report recommendations back to Council. Work on this review of the service in South Ayrshire is ongoing.
- 59.** Effective parking enforcement helps support the Council's priorities for the promotion of safer communities through the application of powers conferred by the Road Traffic Regulation Act 1911 and the Transport (Scotland) Act 2019.
- 60.** Parking policy is managed through the application of numerous parking strategies covering both authorities. These are developed through detailed public consultation and elected member/officer working groups. Parking pressures across both authorities vary between communities and reflect differences in town centre activity, residential density, visitor demand and seasonal patterns. A phased approach to parking strategy development will continue across both Councils. This approach will ensure that future parking policies reflect local circumstances while supporting wider Council priorities relating to accessibility, economic activity and the effective management of public assets.
- 61.** Effective parking management also helps create parking space turnover in support of town centre economies, promotes road safety, supports active travel and helps reduce vehicle emissions. Surplus revenues are directly reinvested into roads related programmes.

Legislation

- Road Traffic Act 1991 – Establishes Decriminalised Parking Enforcement (DPE).
- Disabled Persons' Parking Places (Scotland) Act 2009 – duties for provision and enforcement of disabled bays.
- Road Traffic Regulation Act 1984 – general powers for traffic and parking management
- The Transport (Scotland) Act 2019 – pavement parking powers.

Office and Accommodation

- 62.** Effective office and accommodation arrangements play a crucial role in supporting operational resilience, workforce cohesion, and overall service quality within the ARA. The physical workspace impacts productivity, collaboration, and the ability to maintain flexible and efficient service delivery across both East Ayrshire and South Ayrshire.
- 63.** ARA operates several depot facilities, including key premises at Galston falling under the responsibility of EAC, and Coylton and Girvan, which fall under the responsibility of SAC for their upkeep and maintenance. This ensures that these facilities are managed in line with EAC and SAC's property asset management frameworks and standards, with any maintenance or refurbishment requirements overseen by the relevant Council's estate services.
- 64.** In addition to the depot-based accommodation, technical and administrative staff are primarily located at Opera House in Kilmarnock and County Buildings in Ayr. These premises provide modern office environments that support design asset management, traffic, parking and business support functions, enabling close collaboration with other Council departments. Maintaining high-quality, well-equipped office space in both Council areas ensures ARA can operate as an integrated service.
- 65.** ARA also operates from the Harbour office in Girvan. This location provides a local base for operational staff supporting coastal infrastructure and harbour maintenance. This is a direct point of contact for harbour users and the local community, strengthening viability and responsiveness in the area. Whilst modest in scale, the facility plays an important role in coordinating day-to-day activity along the coastal corridor.
- 66.** Consultation with staff and stakeholders provided valuable insights into the current condition of office and accommodation provision, highlighting both strengths and areas that would benefit from improvement. Capital investment from SAC has been identified for improvements to the depot at Coylton in financial year 25/26 and the consideration of options for Girvan depot is ongoing.

Recommendation 1

Strategic Accommodation Review: Continue to undertake a comprehensive assessment of all ARA office and depot facilities, including Coylton and Girvan, to prioritise improvements in line with evolving workforce needs.

Flexible Working Opportunities

67. Since the introduction of flexible working arrangements staff have expressed appreciation for the flexibility this arrangement provides, particularly in supporting work life balance and operational efficiency. However, feedback from both operational and technical teams indicates a need to review the current workspace configuration within certain sites, to better facilitate collaboration and integration. In particular, there is a desire for improved spaces that enable regular team meetings and closer interaction between operational and technical staff, fostering a stronger sense of connection across the service. A review of depot layouts and meeting facilities would support greater cross team engagement, enhance communication, and strengthen the culture within ARA.

Recommendation 2

Inclusive Design and Accessibility: Continue to embed health, safety, and equality standards in all facilities, consulting with staff to meet a diverse range of needs and support well-being.

Recommendation 3

Ongoing Engagement and Monitoring: Implement regular feedback mechanisms specific to accommodation to guide continuous improvements and adapt to changing work patterns as well as providing support during transitions and clear communication about available resources.

Facility Quality and Suitability

68. Staff feedback indicated that while some facilities are modern and fit-for-purpose, others, particularly older depots (Coylton and Girvan) are dated. This is currently being addressed with Coylton depot scheduled to receive new facilities as part of SAC's capital programme and at Girvan, consideration is being given to possible relocation of operations to alternative premises offering more up-to-date facilities.

Recommendation 4

Facility Maintenance Programme: Work with colleagues in both East and South Ayrshire Councils to consider a phased capital and maintenance plan targeting the upgrade of facilities, where resources allow

Salt Storage Facilities

69. The two salt domes in EAC and SAC are over 25 years old and are recognised as assets that will require investment in the coming years to maintain resilience in winter service operations. The dome at Galston depot was damaged beyond economical repair during 2024 and is scheduled for demolition and replacement. A capital bid has been put forward to SAC to replace the dome at Coylton.

Wellbeing and Inclusion

70. Workspace environments have a direct influence on employee well-being and inclusivity. As noted, staff have highlighted they would benefit from having more quiet spaces to work and depot modernisation. A review of how this can be improved to support employees is currently underway.

Digital Connectivity

71. The move towards more digital tools for reporting and collaboration has highlighted some challenges around data sharing and ICT access in South Ayrshire bases due to the single lead authority host model. It would be beneficial to explore potential solutions but it is recognised options may be limited due to security, legal and regulatory requirements.

Recommendation 5

Enhance Digital Infrastructure: Continue to work with colleagues in SAC to explore potential solutions to the challenges around data sharing and ICT access.

Summary and Conclusions

72. This section has provided an overview of the various services and activities delivered by ARA and has demonstrated the range of legislation, guidance and statutes that guide and inform the service's priorities and actions.
73. Addressing the accommodation opportunities highlighted will allow ARA to work towards having a modern, inclusive, and productive working environment, improving staff morale and strengthening ARA's ability to deliver effective, resilient roads and transport services for the communities of Ayrshire.

Section 5: Governance and Accountability

- 74.** While ARA manages operational delivery, each LA retains full statutory responsibility as a Roads Authority under the Roads (Scotland) Act 1984.
- 75.** Governance arrangements reflect this dual-administration structure, with each authority maintaining independent control over its strategic priorities, financial planning, and statutory obligations. These are detailed in full within the Scheme of Delegation.
- 76.** In practice, any proposed changes to service plans, strategic frameworks, or investment proposals must be submitted to and formally approved by each Council individually. Budgets are entirely separate, and each Council sets out its own capital and revenue allocations based on local priorities. When proposals are developed jointly, they must pass through each Council's internal governance process before being presented at the Ayrshire Shared Service Joint Committee.
- 77.** The Ayrshire Shared Service Joint Committee comprises of Elected Members from all three Ayrshire Authorities, however, NAC does not participate in those agenda items relating to ARA. The Joint Committee plays a monitoring and advisory role for ARA but does not hold decision-making authority over budgets or strategic direction.
- 78.** In addition to the Joint Committee's oversight, each Council conducts its own performance monitoring of ARA, reflecting their distinct governance cultures and scrutiny arrangements.
- 79.** Within EAC, ARA's performance is regularly reviewed through East Ayrshire Performs, Council and Cabinet reporting cycles, with additional scrutiny by Internal Audit based on their annual Council-wide risk assessment. Within SAC, ARA's performance is also formally monitored through the Service Partnerships Performance Panel, Audit and Governance Committee, and Audit functions. EAC Internal Audit take an annual update report to ASSJC (last presented on 5 September 2025) which provides details of outcomes for ARA assignments. A summary of these outcomes is provided at Appendix 2.
- 80.** Officers highlighted the challenges of having to work with differing committee cycles. Strategic proposals often require adjustments to meet the expectations of each Council, which can potentially extend delivery timelines. In addition, the absence of a unified strategic framework across both LAs makes it difficult to plan consistently across the region, particularly in relation to carriageway maintenance, asset renewal, and capital programming.
- 81.** Stakeholders provided feedback on the visibility, responsiveness, and perceived equity of governance arrangements. Staff noted that operational insights are sometimes not reflected in strategic updates, and that communication between the two Councils can at times be fragmented.

82. Clearly defined governance roles, transparent decision-making processes, and inclusive stakeholder engagement are important for shared service models. The Society of Chief Officers of Transportation in Scotland (SCOTS, 2023) advocates for governance arrangements that support strategic alignment, operational clarity, and continuous improvement.

Recommendation 6

Shared Service Joint Committee Remit: It is recommended that the Shared Service Joint Committee remit be reviewed and updated to ensure the committee can make operational and strategic decisions that do not have a direct impact on budget, without the need for separate approval from partner Councils. This would improve efficiency, reduce administrative delays, and strengthen the committee's ability to provide timely responsive governance within the existing shared service framework. Recommendations from the review will be reported to each Council.

Corporate Support

83. ARA's delivery model is underpinned by a range of wider corporate support functions, including embedded procurement expertise and essential support from EAC services such as Human Resources, ICT, Health and Safety, Procurement, Legal and Internal Audit. This support plays a critical role in enabling the service to operate effectively within agreed governance, compliance and organisational frameworks.
84. Through the review process, it has become clear that the scope and intensity of corporate support required by the shared service has evolved as ARA has matured and expanded. In particular, the original transfer of business support functions to EAC as lead authority was based on assumptions that have since been exceeded by operational demand. This has been most evident across procurement and legal reflecting the scale, complexity and growing ambition of the service.

Recommendation 7

Corporate Support Arrangements: The Review highlights an opportunity for EAC and SAC to jointly reassess and realign corporate support arrangements to ensure they remain proportionate, resilient and fit for purpose. Evidence from the review indicates that the current level of corporate support no longer fully reflects the scale, complexity and operational demands of the shared service and therefore requires a review in its own right.

Internal Assessment

85. ARA undertakes annual internal assessments to ensure ongoing compliance with established procedures and to drive continuous improvement across its operations. These assessments are structured to assess the effectiveness of internal controls, identify areas for enhancement, and verify alignment with ISO 9001 standards.

86. Internal assessments cover:

- Operational processes and documentation
- Risk management and mitigation measures
- Compliance with legislative and regulatory requirements
- Service delivery performance and consistency
- Staff training records and competency frameworks
- Customer feedback and complaint resolution
- Asset management and equipment calibration
- Governance and decision-making protocols

87. Findings from internal audits are reviewed by senior management and used to inform service development, reinforce accountability, and support a culture of quality and responsiveness. This proactive approach ensures that the Service remains agile, transparent, and aligned with best practice standards.

External Assessment

88. ARA has successfully achieved ISO 9001 accreditation through external assessment over the past ten years and continues to uphold this standard through annual reassessments. Each assessment spans three days and involves a thorough evaluation of the Service's systems and practices. Areas subject to review include:

- Operational site visits
- Analysis of internal and external contextual areas for improvement
- Examination of the Risk Register
- Review of recent legislative developments
- Sampling of traffic procedure records
- Oversight of contract design and project controls
- Parking operations
- Customer satisfaction and complaints handling
- Lighting infrastructure
- Calibration and control of power tools
- Staff training and development

89. The scope and rigor of this process reflect the robustness of the procedures embedded across the Service. Observations and strategic opportunities for further success proactively provided by the external auditor are carefully considered, with appropriate actions implemented to support continuous improvement and compliance.

Strategic and Local Service Delivery

90. ARAs Organisational structure was originally designed to balance strategic service delivery across both LAs with local delivery tailored to the specific

needs of each Council area. This model allows both authorities to retain their statutory accountability as Roads Authorities while benefiting from shared expertise, integrated digital technology, and coordinated planning.

91. Table 1 below reflects how ARA was initially established in 2014, setting out the functions aligned to the strategic and local elements of service delivery at the time. This arrangement provided financial clarity and supported transparent budget allocation, though it also creates some practical overlap between strategic and local responsibilities as the service evolved.
92. In 2021, a proposal was developed and formally approved by both EAC and SAC to revise this strategic and local split. The intent was to modernise the work frame, streamline operational management, and better align the workforce and financial reporting. However, implementation was paused due to the impact of the COVID-19 pandemic and associated operational pressures.

Table 1 – Original Strategic and Local Split 2014

Split Between Strategic and Local Service Delivery	
Strategic Service Delivery	Local Service Delivery
Transportation, Development Control and Road Safety Local Transport Strategy; Transportation Policy; Road Safety Plan; Travel Planning, Cycling Strategy; Planning Applications; Road Construction Consents; Development Planning; Council/Partner Liaison; Section 75 Agreements; Road Safety Schemes; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education.	Transportation, Development Control and Road Safety Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Construction of Road Safety Schemes.
Asset, Traffic and Parking Asset Management Plan; Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Scottish Roadworks Register; Issue of Permits; Performance Monitoring; Accident Investigation and Prevention; Traffic Orders; Traffic Counts; and Parking Strategy.	Asset, Traffic and Parking Maintenance of Traffic Signals, Traffic Signs; Car Park Maintenance and Parking Enforcement.

Split Between Strategic and Local Service Delivery	
Strategic Service Delivery	Local Service Delivery
Design and Environment Flood Risk Management Strategy; Flood Risk Management Plans; Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major and Minor Road Schemes and Improvements.	Design and Environment Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours.
Operations Carriageway Inspections; Winter Service Planning; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design and Management; and Festive Lighting.	Operations Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights.
Support Services HR, Finance, ICT, and Administrative Support.	

93. As part of this review, consultation took place with the Group Finance Manager; to review the staff alignment between strategic and local delivery that aligns with the position approved in 2021. This is detailed in Table 2 and informed by current service priorities, operational feedback, and lessons learned from the last decade of joint work.

Table 2 - Strategic and Local Delivery Split, as approved 2021

SPLIT BETWEEN STRATEGIC AND LOCAL SERVICE DELIVERY	
Strategic Service Delivery	Local Service Delivery
Asset and Performance Local Transport Strategy; Transportation Policy; Road Safety Plan; Cycling Strategy Council/Partner Liaison;	Transportation, Development Control and Road Safety Maintenance of Bus Shelters; Split Cycle Offset Optimisation Technique (SCOOT) systems (an adaptive control system for controlled road crossings); Development Control; Bus Shelter Advertising; Shopmobility; Travel Planning; Planning Applications; Development Planning; Section 75 Agreements; Road Safety Audits; School Travel Plans; School Crossing Patrol; Road Safety Education. Maintenance of Traffic signals, traffic signs, Traffic Orders; Traffic Counts, Accident Investigation and Prevention.
Asset and Performance	Asset, Traffic and Parking

SPLIT BETWEEN STRATEGIC AND LOCAL SERVICE DELIVERY	
Strategic Service Delivery	Local Service Delivery
Asset Management Plan; Performance Monitoring; Parking Strategy.	Car Park Maintenance and Parking Enforcement.
Scottish Roadworks Register	Roads Improvement Plan; Infrastructure Surveys; Inventory Management; Issue of Permits; Accident Investigation and Prevention;
Strategic Service Delivery	Local Service Delivery
Asset and Performance	Design and Environment
Flood Risk Management Strategy; Flood Risk Management Plans;	Maintenance of Watercourses, Bridges, Retaining Walls, Piers and Harbours. Watercourses; Flood Mitigation; Coastal Protection; Inspection of Piers & Harbours; Bridge Inspections and Maintenance; Structural Assessments; Technical Approval; Abnormal Load Routing; and Design of Major Road Schemes and Improvements. Road Construction Consents
Construction and Roads Maintenance Winter Service Planning; Street Lighting Management;	Operations Proactive, Reactive, Cyclic Maintenance of Roads and Footways; Winter and Weather Emergency Service; Proactive and Reactive Maintenance of Streetlights; Electricity costs for streetlights. Carriageway Inspections; Programming of Proactive, Reactive and Cyclic Maintenance; Street Lighting Design; Festive Lighting, Construction of Road Safety Schemes; Design of Minor Road Schemes; EV Charging.
Business Operations Scottish Roadworkers National Training Programme New Business opportunities	
Support Services HR, Finance, ICT, and Administrative Support.	

Recommendation 8

Strategic and Local Service Delivery Split: Adopt the revised staff alignment of strategic and local service delivery split as outlined in Table 2 as approved previously by both Council's in 2021. This reflects the current operational requirements, improves clarity and governance, and provides a more modern and efficient structure for service delivery across East and South Ayrshire.

Recommendation 9

Income Allocation: Allocate income through fees within each LA directly to the respective LA rather than being received at a strategic level. This approach will improve financial transparency, ensure income accurately reflects local activity levels, and support clearer accountability for budget management within each area.

94. Importantly, this model has been designed to be scalable, providing a framework that could be expanded should NAC wish to explore joining the Alliance in the future. Such an expansion would require detailed exploration and assessment, but the structure provides the necessary flexibility to accommodate regional growth while maintaining clear lines of accountability and financial transparency.
95. However, any expansion of the shared service model must be supported by robust enabling functions across all partner Councils. There is a need to ensure that corporate support services, particularly procurement, legal, finance, ICT and human resources are sufficiently resourced, aligned and capable of supporting a larger multi-council operation. This includes:
 - Procurement capacity to manage larger, more complex joint contracts.
 - HR capability to support workforce integration, TUPE considerations and harmonisation issues.
 - Legal support to update governance frameworks, joint committee arrangements and shared service agreements.
 - Finance and ICT support to enable consistent systems, reporting and budget management.
96. Strengthening these enabling functions is essential to ensure that any future expansion is operationally successful, legally robust and financially sustainable. Without sufficient capacity in these areas, the benefits of a larger regional service could be undermined with delays, misalignment, or inconsistent processes across councils.

Recommendation 10

Shared Service Expansion: If NAC agree to join the Alliance this would allow for expansion subject to financial remodelling, governance design, workforce alignment, and operational impact assessment. The structure has been designed to be adaptable, but further detailed analysis and discussions would be essential before any regional expansion could be progressed. This would include detailed scoping of the financial impact on each partner.

97. This approach recognises that while the original framework successfully supported the early years of ARA, changing operational demands and greater emphasis on strategic outcomes now requires a more contemporary structure. This arrangement, previously agreed by both Councils in 2021, provides a robust foundation for continued collaboration, accountability, and efficiency in the next phase of ARAs development.

Summary and Conclusions

- 98.** ARA operates within an established governance framework that ensures clear oversight, accountability and alignment with organisational priorities. Arrangements for strategic oversight, roles and responsibilities are clearly defined, enabling effective decision making and appropriate escalation where required.
- 99.** The current dual-governance arrangements provide robust oversight and accountability but also introduce complexity and duplication that can slow decision-making and strategic alignment. Elected Members and stakeholders expressed strong support for strengthening the Ayrshire Shared Service Joint Committee, improving transparency, and enhancing induction and support for members with ARA oversight responsibilities.
- 100.** The review identifies clear opportunities to streamline governance within the existing framework, improving efficiency while maintaining democratic accountability. Importantly, the existing governance and operating model has been designed to be scalable, providing a strong foundation for potential future expansion.
- 101.** Any future changes, including the addition of further partner authorities, would require updated governance arrangements, strengthened corporate support, and clear financial and legal frameworks. However, the evidence demonstrates that the current ARA model is capable of accommodating expansion in a controlled and sustainable manner.

Section 6: Financial and Resource Performance

103. Over the past decade, ARA has consistently demonstrated strong financial management and operational resilience, continuing to deliver high quality services despite sustained budget pressures across both councils. Capital and revenue budgets are determined independently by each Council, based on their respective priorities and statutory obligations. Through effective collaboration and shared commitment to value for money, ARA has protected essential service delivery by modernising processes.
104. EAC's financial strategy and accounting team prepare regular budget monitoring reports which are discussed with ARA management and submitted to both Councils' committees and the Ayrshire Shared Services Joint Committee. These reports provide updates on expenditure, variances, and forecast outturns. They also highlight any significant considerations or required reallocations to maintain financial balance.
105. Stakeholder feedback highlighted challenges in maintaining financial clarity and consistency across both Councils. Officers noted that budget management processes can feel overly complex, particularly for new staff members who must navigate differing procedures, and reporting expectations between EAC and SAC.
106. Assessment processes provide an additional layer of oversight, with financial monitoring and internal audit reviews actively ensuring compliance with governance standards and reinforcing accountability and transparency.

ARA's Response to the COVID-19 Pandemic (2020–2022)

107. The COVID-19 pandemic represented an unprecedented operational and financial challenge for local government services. During this period, ARA demonstrated significant organisational resilience, flexibility, and public service commitment, ensuring the continuity of critical roads and transport functions while also supporting wider Council emergency responses.
108. From the onset of national lockdown restrictions in March 2020, ARA rapidly reprioritised its operational activity to focus on maintaining network safety and supporting essential travel. Planned and non-urgent works were paused where appropriate, enabling resources to be redirected to areas of immediate need and to support wider Council emergency arrangements.
109. A key strength of the shared service model during this period was its ability to redeploy staff flexibly across service boundaries. ARA provided direct operational support to other Council services at a time of acute workforce pressure. This included:
 - **Supporting refuse and waste collection services**, with ARA staff redeployed to assist at refuse collection points to maintain continuity of essential environmental services during periods of staff absence and operational disruption.

- **Redeployment of roads operatives as drivers**, supporting the delivery of:
 - Personal Protective Equipment (PPE) to frontline services,
 - Prescription medication to shielding and vulnerable residents,
 - Essential food and shopping supplies to those unable to leave their homes.
- 110.** These actions were critical in supporting community resilience across East and South Ayrshire and demonstrated the value of having a skilled, adaptable workforce embedded within a shared service structure.
- 111.** Throughout the pandemic, ARA also implemented new health and safety measures, flexible working arrangements, and revised risk assessments to protect staff while maintaining service delivery. Winter service operations, emergency response, and statutory safety inspections continued throughout lockdown periods, ensuring that the road network remained safe and functional for emergency services, key workers, and essential supply chains.
- 112.** Financially, COVID-19 funding provided short-term support to help stabilise service delivery during a period of disruption, uncertainty, and additional cost pressures. While some planned transformation activity and service reviews were necessarily delayed—most notably the implementation of the revised strategic and local service delivery split approved in 2021—ARA’s core operations remained resilient.
- 113.** The pandemic reinforced several key lessons that continue to inform ARA’s future direction:
- The importance of workforce flexibility and cross-service collaboration.
 - The value of in-house delivery capacity during periods of crisis.
 - The need for strong health and safety governance and digital capability.
 - The benefits of shared service arrangements in responding quickly to system-wide shocks.
- 114.** Overall, ARA’s response to COVID-19 highlighted the organisation’s ability to operate beyond its core statutory remit when required, contributing directly to wider Council emergency responses and community wellbeing. This period stands as a clear demonstration of the resilience, adaptability, and public value delivered by the shared service model.

Budget Breakdown 2014 / 2025

- 115.** A thorough analysis has been undertaken of the ARA budget. This includes:
- Analysis of revenue and capital spend
 - Savings that have been successfully achieved
 - Expenditure analysis – Inhouse vs Contractors
 - Works undertaken by other services on behalf of ARA
 - Works undertaken by ARA for other services
 - Grant funding

Revenue Spend

- 116.** These revenue budgets support the core operational activities that are required to maintain all roads assets. This includes cyclical roads maintenance such as grass cutting and gully cleansing, winter service operations, reactive repairs, and other routine maintenance activities. Despite sustained financial pressure across both councils, ARA has consistently demonstrated strong financial management and operational resilience, continuing to provide reliable high quality frontline services. These budgets are detailed within Table 3.
- 117.** While balance drawdowns were required in some years, these were used strategically to stabilise financial performance while ARA delivered long term efficiencies. This approach ensured continuity of essential services and allowed the service to modernise operations and strengthen resilience.
- 118.** Despite operating within a financially constrained environment, ARA has continued to deliver core statutory services effectively. The service has absorbed significant cost pressures – including inflation, winter events, and rising material costs while still meeting council priorities and maintaining network safety. This reflects a disciplined approach to resource management and a sustained focus on maximising. Changes in budgets reflect a combination of factors including:
- Rising costs of material, energy and fuel.
 - Increased reactive maintenance pressures due to ageing network and storm damage.
 - Unfunded service transfers such as the inclusion of fly tipping management.
 - Reduced capital investment, leading to a greater reliance on revenue budgets to deliver essential maintenance.
 - Annual inflation as part of each Council's budget setting exercise, including pay awards and contractual uplifts.
 - Annual savings targets - determined by ARA in agreement with both Councils, identifying which parts of the service will deliver efficiency. For example, income targets (such as parking) directly influence financial performance.
 - Balance drawdowns and EAC Leader's initiative funding which has previously provided funding to undertake additional works, particularly in relation to roads and pavement maintenance.
 - One off additional budgets allocations to help address overspends and maintain essential services
 - Covid 19 funding which supported the service through a period of unprecedented operational disruption and resource allocation.
- 119.** ARA has strengthened budget management in recent years, working closely with finance teams to embed improved forecasting and enhance transparency to support a more predictable financial position. Earlier identification of pressures and greater collaboration between operational teams and finance are already helping to reduce volatility and improve forward planning.

120. While managing two financial budgets naturally introduces complexity, consultation feedback recognises that the service is moving in a more confident and structured direction with clear processes, stronger communication and better alignment between finance and operations.

Table 3 - Revenue Budget Performance against Revised Budget 2014 – 2024

ARA Revenue Performance Against Revised Budget												
	Strategic			Local East			Local South			ARA Consolidated		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
2014/15	3,792,699	3,850,992	58,293	5,227,130	5,254,771	27,641	5,797,798	5,481,063	- 316,735	14,817,627	14,586,826	- 230,801
2015/16	3,972,378	4,192,108	219,730	5,961,291	5,667,190	- 294,101	5,593,188	6,138,133	544,945	15,526,857	15,997,431	470,574
2016/17	4,068,184	3,874,895	- 193,289	5,615,310	5,013,190	- 602,120	5,183,349	5,101,381	- 81,968	14,866,843	13,989,466	- 877,377
2017/18	4,090,891	3,915,785	- 175,106	4,966,420	5,287,047	320,627	5,191,622	5,607,161	415,539	14,248,933	14,809,993	561,060
2018/19	4,047,694	3,555,262	- 492,432	6,067,970	5,987,978	- 79,992	5,080,616	4,462,858	- 617,758	15,196,280	14,006,098	- 1,190,182
2019/20	4,078,846	3,609,027	- 469,819	4,638,550	4,494,597	- 143,953	4,398,816	4,282,313	- 116,503	13,116,212	12,385,937	- 730,275
2020/21	4,290,836	3,790,801	- 500,035	5,281,640	5,398,427	116,787	4,105,028	4,215,638	110,610	13,677,504	13,404,866	- 272,638
2021/22	4,230,212	3,414,732	- 815,480	4,436,920	4,596,498	159,578	4,056,166	3,859,993	- 196,173	12,723,298	11,871,223	- 852,075
2022/23	4,049,816	3,037,086	- 1,012,730	5,054,460	5,266,411	211,951	4,472,357	4,501,716	29,359	13,576,633	12,805,213	- 771,420
2023/24	4,112,961	3,422,961	- 690,000	5,721,350	6,052,705	331,355	4,253,402	5,633,075	1,379,673	14,087,713	15,108,741	1,021,028
2024/25	3,410,753	3,199,464	- 211,289	5,699,250	6,250,684	551,434	4,220,972	5,089,824	868,852	13,330,975	14,539,972	1,208,997

121. Looking ahead, improved predictability of allocations, continued refinement of forecasting methods and expansion of digital tools will further support efficient deployment of resources and strengthen long term financial sustainability.

122. Overall, ARAs revenue spend performance demonstrates that it continues to deliver effectively within a challenging financial landscape. The service has balanced financial discipline with operational delivery, embraced innovation and identified future opportunities to enhance value for both councils.

Capital Spend

123. Capital investment remains a vital enabler of ARAs long term asset strategy, supporting structural renewal, resurfacing, bridge strengthening and network improvement across both areas. Despite fluctuations in capital budgets in recent years, reflecting national financial pressures impacting all Scottish LAs, ARA has continued to maximise the value of every allocation, delivering essential programmes efficiently and in alignment with strategic priorities. While capital budgets have reduced across Scotland, ARA continues to make the best use of available funding, prioritising resurfacing and safety improvements that maximise asset life. Operational teams have demonstrated flexibility and innovation in delivering work efficiently and mitigating the impact of reduced investment. Table 4 demonstrates ARAs ability to prioritise effectively within available resources. Even during periods of budget reduction, the service has maintained focus on schemes that deliver the greatest long-term benefit, ensuring that essential structural improvements and safety critical works have continued.

Table 4 - Capital Budget

Capital	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
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East Ayrshire							
Bridges	0.944	0.967	1.449	1.766	1.923	1.623	1.315
Roads & Footways Resurfacing	5.182	6.145	6.024	6.017	3.774	3.711	2.804
A70 Route Improvements (Glenbuck)	1.525	1.319	0.032	-	-	-	-
New Cumnock Flood Scheme	1.278	0.465	0.055	2.068	4.001	0.674	0.106
Street Lighting, including LED Street Lighting	0.936	0.356	0.407	1.000	0.924	1.194	0.453
SPT / Transport Scotland Schemes	0.192	0.862	1.049	0.714	0.488	1.360	1.227
Cycling Walking & Safer Streets	0.168	0.189	0.334	0.420	0.952	0.743	0.573
EAC Roads General Projects	0.346	0.670	1.278	0.966	1.185	2.457	1.518
Total - East Ayrshire	10.571	10.973	10.628	12.951	13.247	11.762	7.996

South Ayrshire							
Bridges	0.033	0.175	0.236	0.164	0.422	0.164	0.682
Roads & Footways Resurfacing	5.644	2.344	3.243	4.846	4.102	3.477	3.683
Street Lighting including LED Street Lighting	1.093	1.940	0.366	0.497	0.371	0.250	0.230
SPT / Transport Scotland Schemes	0.264	0.484	0.434	0.054	0.691	-	-
Cycling Walking & Safer Streets	0.124	0.202	0.452	0.216	0.856	0.702	0.738
SAC General Projects	0.117	0.563	0.803	1.780	1.376	2.428	2.303
Total - South Ayrshire	7.275	5.708	5.534	7.557	7.818	7.021	7.636

East Ayrshire

124. EAC's capital allocations demonstrate historically strong investment in:

- Bridge strengthening and structural improvements, funded at over £1m per year since 2020/21 and reflecting a sustained commitment to maintaining critical infrastructure.
- Roads & Footways Resurfacing, which received the highest proportion of funding in most years, peaking at £6.145m in 2019/20 before steadily reducing to £2.804m by 2024/25.
- Major schemes, including the A70 Route Improvements and the New Cumnock Flood Scheme, which attracted significant investment between 2018/19 and 2022/23.
- LED street lighting and asset modernisation.

125. In EAC, capital allocations have enabled delivery of sustained improvements across bridges, resurfacing, street lighting and major infrastructure projects, including flood mitigation schemes and key strategic transport corridors. The service has maximised efficiency through careful programming and strong use of in-house delivery models ensuring investment is targeted towards highest priority assets.

South Ayrshire

126. SAC's capital programme shows:

- Consistent investment in structural carriageway works, remaining the largest area of spend across the reporting period.
- A generally stable funding pattern, with annual totals fluctuating between £5.534m and £7.818m.
- Street lighting and bridge programmes are receiving lower but steady allocations, with allocations for bridges having increased in 2024/25.
- General projects and Cycling, Walking & Safer Streets programmes increasing in importance, reflecting national policy shifts toward active travel.

127. SAC's Capital Programme demonstrates continued commitment to structural carriageways improvements and network resilience. Although annual totals fluctuate, the council has maintained stable investment across roads, bridges and safety enhancements. ARA responded effectively by focusing on preventative maintenance where possible and sequencing works to protect long term asset performance.

128. Both Councils have benefited from periods of concentrated capital investment, which have been instrumental in improving the RCI. While national reductions in capital budgets inevitably place pressure on long term asset conditions, ARA's proactive approach, including data driven asset management, strong inspection regimes and maximising in house delivery, helps mitigate risk and ensure that available funding has maximum impact. This positions both councils to protect the condition of their network as budgets stabilise in the future.

- 129.** As identified in the Scottish Road Maintenance Condition Survey (SRMCS), fewer treatments and the absence of preventative surface dressing since 2021/22 are likely to contribute to visible declines, particularly on secondary and rural routes. Stakeholder engagement reinforces this concern, with operational teams and Elected Members reporting growing difficulty in maintaining network quality under reduced capital allocations.
- 130.** Table 5 highlights the scale of investment required to maintain a full steady state network condition. Although current capital budgets sit below this level, ARA continues to prioritise essential maintenance and maximise economic life of assets, demonstrating value for money and responsible stewardship of public resources.

Table 5 - Budget Required to Maintain Steady State

East Ayrshire Council	£8,477,000
South Ayrshire Council	£6,786,000

- 131.** If the Councils do not maintain ‘above steady state’ expenditure over the next ten years, then there is a significant risk that carriageway asset will deteriorate, this is likely to result in an increase in the percentage of the overall network that requires maintenance and therefore a higher Road Condition Index (RCI).
- 132.** The RCI is a nationally recognised performance measure that reflects the overall condition of carriageways with a lower RCI percentage indicating stronger network conditions. Details of both Council’s RCI percentage is detailed later in the report at Table 15.
- 133.** Across both authorities, the data demonstrates a clear pattern of improvement in road conditions during sustained or enhanced capital investment, highlighting the effectiveness of targeted surfacing programmes. While recent years have seen some reduction in surfacing budgets due to wider financial pressures and competing priorities, current RCI levels have remained relatively stable. It is also recognised that changes in investment typically take two to three years to be fully reflected in condition scores.
- 134.** Drawing on historical performance benchmarking data, there is an expectation that RCI percentages may begin to rise in the future years if investment levels remain constrained. This anticipated trend mirrors national patterns and is supported by insights gathered through stakeholder engagement with Elected Members, community groups and ARA staff. Importantly, this provides an early indicator that can inform future planning and investment decisions. Stakeholders’ feedback has highlighted increased awareness of the importance of preventative maintenance, with particular emphasis on the role of resurfacing and surface dressing in sustaining road quality, especially on local and rural routes. This reinforces the strong relationship between investment and network conditions and underscores the value of maintaining appropriate levels of capital funding to safeguard the significant improvements achieved over the past decade.

Grant Funded Budget

- 135.** In addition to core revenue and capital allocations, ARA has relied on external grant funding to support investment in active travel, climate change, and infrastructure renewal. Over the review period, funding streams have primarily been secured from Transport Scotland, SPT, Sustrans, and the Ayrshire Growth Deal, with investment also linked to the Scottish Government's Strategic Timber Transport Fund. These grants have been essential in offsetting local budget reductions and enabling projects that may not otherwise have progressed.
- 136.** As ARA operates across two LAs, each Council applies for and claims grant funding separately. While all bids are prepared by ARA officers, outcomes are not always consistent across EAC and SAC. It is essential that grant applications are managed strategically to ensure that, if successful, adequate resources are available to deliver the associated projects. On occasion, both LAs have opted not to submit grant applications, recognising that the completion of additional works may be impractical when existing revenue and capital programmes are already operating at full capacity.
- 137.** Staff engagement highlighted the administrative complexity of preparing applications. Stakeholders, including Elected Members and Community Councils, also stated that unequal grant awards can fuel perceptions of imbalance in service delivery between the two Council areas.
- 138.** While grant funding has enabled high-profile successes such as active travel schemes, LED street lighting replacement, and flood resilience works, staff and stakeholders emphasised that reliance on external grants undermines long-term financial certainty. The recurring theme across engagement was the need for more transparency in how grants are pursued, awarded, and allocated, actively ensuring that communities in both Council areas can see an increase in investment.
- 139.** Overall, while grant funding has proactively provided investments to improve infrastructure and advance national policy objectives (e.g., decarbonisation, active travel), it does not provide a sustainable substitute for core capital investment. Continued alignment between local priorities and addressing stakeholder views about fairness will therefore remain essential to maximising value and maintaining confidence in the shared service model.
- 140.** In addition to financial volatility, the increasing reliance on external grant funding places a significant operational strain on corporate support services, particularly procurement, legal, and finance. These services must continually flex to accommodate differing grant conditions, accelerated delivery timescales, and annual allocation cycles, often at short notice. The stop-start nature of funding has also driven a reliance on temporary or short-term staff to deliver programmes, which can reduce continuity, increase onboarding costs, and place further pressure on already stretched support teams. While this approach enables delivery in the short term, it presents longer-term risks around organisational resilience, value for money, and consistency in governance and contract management.

141. Tables 6 and 7 below provide a detailed breakdown of grant-funded investment secured by EAC and SAC across a range of transport, active travel, environmental, and infrastructure projects from 2015/16 to 2024/25. The data highlights both the breadth and variability of external funding streams accessed by each local authority, highlighting the critical role that such grants play in supporting local priorities and national policy objectives.

142. For EAC, Table 6 demonstrates success in attracting funding for initiatives such as Cycling & Walking, Bus Station Improvements, Electric Vehicle Charging, and the New Cumnock Flood Scheme. Notable investment in the New Cumnock Flood Scheme, with over £4 million allocated in 2022/23, as well as sustained support for bus infrastructure and active travel. Funding for projects such as Quality Bus Infrastructure and Kilmarnock Regeneration Multi Storey Car Park further illustrates the Council's focus on both sustainable transport and regeneration. In recent years, East Ayrshire has also benefited from targeted funding for road safety improvements and investment in the Switched-on Fleet initiative, supporting the transition to low-emission vehicles.

Table 6 - EAC Grant Funding

East Ayrshire	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Sustrans	64,255	10,726	100,128	35,000			99,222	4,919	156,583	34,371
Electric Vehicle Charging	89,549		15,391	62,841	513,076	249,528	145,058	218,810	4,676	
Cycling & Walking	425,482	155,856	176,787	168,148	188,527	333,524	419,816	952,119	743,454	539,043
Smarter Choices, Smarter		165,470							60,993	17,207
Bus Station Improvements			10,757	55,004	677,470	909,289	593,435	483,735	1,360,430	833,985
Quality Bus Infrastructure			104,930	119,713	39,966	41,318	96,065	4,330		
New Cumnock Flood Scheme				1,278,340	464,858	55,309	2,067,699	4,000,771	673,773	106,119
SPT: K/K to Crosshouse Cycle Route						50,163				
KK Regeneration MS Car Park							56,296	307,335	744,211	312,555
Spaces for People							55,745			
SPT: Crosshouse - Dundonald Cycle Route De							25,354			
Bus Partnership Fund							222,651		26,160	
School Streets								11,647	19,832	9,644
Road Safety Improvement									469,321	194,212
Switched on Fleet									195,245	119,139
SPT Funded-Ayrshire Link Active Travel										220,284

143. In Table 7 SAC funding profile similarly reveals strong investment in active travel and sustainable transport. The Council has consistently secured significant grants from Sustrans and other bodies to support Cycling & Walking projects, with a marked increase in the last three years rising from approximately £1 million to nearly £2.9 million in 2023/24. SAC has also received substantial funding for initiatives such as Spaces for People, SPT Local Cycle Network Improvement, and NCNDF Alloway to Burton Landscaping, reflecting a sustained commitment to active travel. Other notable areas include improvements in electric vehicle infrastructure and support for smarter travel choices.

Table 7 - SAC Grant Funding

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
0 South Ayrshire										
1										
2 Sustrans	196,273	637,921	227,596	44,320	295,061	134,303	12,125	105,559	2,874	770,558
3 Electric Vehicle Charging	34,050			25,095	192,035	230,460		92,560	15,187	
4 Cycling & Walking		89,169		123,700	202,078	452,048	215,617	856,356	701,740	737,710
5 Smarter Choices, Smarter		165,470	107,287	90,338	129,694	104,114		253,203	104,608	
6 SQP Infrastructure improvement		43,807	89,704	91,419	54,505	10,991	38,935	133,186		
7 Alloway to Burton				10,070	15,220	27,664	2,596	402,002	1,260	
8 SPT - Access for all Review Coylton				11,830	45,672		75	49,907	268	239
9 Spaces for People						248,160	724,509	468,510	485,233	103,578
0 SPT Local Cycle Network Improvement SAC 2023/24									157,070	497,572
1 SPT Doon Valley Active Travel Route SAC 2023/24									448,167	339,254
2 NCNDF Alloway to Burton Landscaping SAC 2022-23									1,033,244	112,894
3 Road Safety improvement										107,845
4 SG Funded-Ayrshire Link Active Travel										179,767
5 SPT Funded-Ayrshire Link Active Travel										81,770
6										

144. While both LAs have successfully achieved notable successes, the tables also highlight some differences in the types and levels of grant funding secured. For example, EAC has received major allocations for flood prevention (notably the New Cumnock Flood Scheme), whereas SACs recent focus has been on landscape and network improvements in active travel. Both Councils have benefited from dedicated funding for road safety and the Ayrshire Link Active Travel schemes.

145. Overall, the tables illustrate the significant impact of external grants in enabling EAC and SAC to deliver a wide range of projects that might otherwise have been unachievable within existing budgets. The variation in grant awards year-on-year further reinforces the need for a more strategic and collaborative approach to securing funding, as discussed in the previous section.

Recommendation 11

External Funding: ARA should explore options for creating dedicated, permanent capacity to support externally funded programmes, potentially through pooled or shared roles across the partnership, aligned workforce planning, and earlier integration of support services into the funding and delivery cycle. This would improve organisational resilience, strengthen governance and contract management, and enable a more strategic and efficient response to future funding opportunities.

Works for other Council services

146. In addition to core revenue, capital and grant-funded programmes, ARA also undertakes works for other Council services on behalf of both EAC and SAC. These works, which are recharged to the relevant services, represent an important source of additional income while actively ensuring that specialist skills within ARA are fully utilised and are detailed within Table 8.

147. ARA Street Lighting facilitates emergency responses for Trunk Road Operator Connect, who manages the Glasgow South Orbital, with an annual charge of approximately £12,000 minus retention fees.

148. Additionally, street lighting will on a rechargeable basis provide a service for other services within East Ayrshire and South Ayrshire Council Services.
149. For 2024/25, the recorded income value of other services works in South Ayrshire was £68,914 and in East Ayrshire £62,487. However, there has been a decline in the number of requests received from other services to undertake works. The reasons for this reduction may be related to:
- Decrease in capital budgets for other services
 - Services may have concerns that ARA are unable to deliver the projects within the timescales that they require

SAC Ward Investment Programme

150. In 2024/25 SAC delivered a ward investment programme supporting a range of works proposed by Elected Members. Importantly, the delivery of these ward investment programmes also generated work for ARA, realising income of £149,000 in 2024/25 through internal recharges to SAC capital programme.
151. By delivering these works in house ARA ensures that investment directly supports local employment skill retention and the efficient use of Council resources. This model enables the reinvestment of income to offset overheads and maintain service sustainability while contributing to continuous improvement and innovation across ARAs operations.

Table 8 - Income Generation for Works for Other Council services EAC and SAC (excluding the Ward Investment Programme)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
EAC	-565,924	-713,926	-482,823	-1,022,104	-604,915	-503,638	-440,761	-178,274	-86,749	-62,487
SAC	-613,632	-115,421	-402,411	-374,221	-124,572	-27,176	-34,436	-351,666	-281,202	-68,914

152. To enhance this service, a new digital module was introduced to manage all external works in a coordinated manner, which provides total transparency for services and for services to receive updates on the progress of their requests.
153. To strengthen this message, the Service attended meetings with service leads to advise that ARA can undertake works and deliver within timescales. To date, this has been received positively, and communication must continue with services, along with ARA Officers understanding the importance of responding quickly to requests and actively ensuring that they are programmed within reasonable timescales.

In-house vs Contractor Spend Analysis

154. The analysis shows that most revenue works continue to be delivered in-house, with contractors primarily engaged for specialist activities such as traffic management, waste disposal, road markings, vehicle safety barriers, and some winter gritting routes. This demonstrates ARAs' commitment to retaining works internally and utilising staff knowledge and expertise. Staff engagement highlighted pride in delivering most services directly but highlighted gaps in specialist areas (e.g., road markings) where reliance on external providers limits flexibility and increases costs.

Works Undertaken by Other Services for ARA

155. A number of operational activities have historically been delivered by other Council services on behalf of ARA, with associated costs recharged to the Service. These arrangements include urban grass cutting, footway gritting, waste removal and sweeping, tree works, and fly-tipping clearance. While these inter-service arrangements have provided operational flexibility, they have also introduced complexity in accountability, cost transparency, and value for money.

156. Since 2021/22, responsibility for fly-tipping in EAC transferred to ARA without an accompanying budget transfer. This has placed additional pressure on existing ARA budgets and has been consistently highlighted through staff and stakeholder engagement as an example of unfunded service transfer.

157. The EAC Greener Communities Review confirms that approaches to fly-tipping management vary significantly across Scottish local authorities, with many councils retaining this responsibility within environmental or cleansing services supported by ring-fenced funding. The absence of a corresponding resource transfer in this instance continues to represent a financial risk to ARA if not addressed.

158. The Greener Communities Review was considered by Council in January 2026, and proposed a revised operating model that directly impacts these arrangements. The majority of Greener Communities functions will transfer to Ayrshire 360 (formerly East Ayrshire Leisure Trust), including 15 shared seasonal posts currently supporting both ARA and Greener Communities, which are to be split evenly between ARA and Ayrshire 360 following a detailed evaluation by People and Culture.

159. This revised arrangement will, through the development of Service Level Agreements, provide greater clarity over roles, responsibilities and cost alignment.

160. Analysis of expenditure over the past ten years is noted in Table 9 and demonstrates that costs associated with footway gritting and tree/grass cutting in East Ayrshire have increased significantly, while costs in South Ayrshire have remained broadly stable. However, limitations in historical data have restricted ARA's ability to fully disaggregate costs by location or activity. As part of the new operating model in EAC, improved specification, clearer service standards and enhanced performance information will be essential to support effective scrutiny and value-for-money assessment.

Table 9 - Work Undertaken by Other Council Services 2014-2024

	EAC			SAC EAC Greener for SAC ARA	SAC Ground Maint team for ARA
	Gritting	Fly Tipping	Tree/Grass	Tree / Grass	
2015/16	19,559	0	72,873		313,321
2016/17	10767	0	75,819		246,802
2017/18	69377	0	81,422		259,034
2018/19	33,184	0	83,320		261,123
2019/20	55,321	0	92,906		178,586
2020/21	87,296	0	108,884		244,049
2021/22	19,728	22,300	117,944	8,163	242,996
2022/23	58,046	27,400	131,082	4,799	253,282
2023/24	33,794	76,339	164,110	85,504	331,732
2024/25	40,952	111,201	157,890	82,530	278,156
	Green doing works for East			EAC Greener for SAC	SAC Ground Maint working for SAC ARA

161. As ARA continues to respond to financial pressures and identify efficiencies, these inter-service arrangements will be kept under review. Any future changes, including adjustments to service levels, re-specification of activities or the reassignment of responsibilities, will require careful consideration of service resilience, workforce impacts and the financial sustainability of partner services under the new Greener Communities and Ayrshire 360 operating model.

Recommendation 12

Inter-Service Delivery: Review the cost-effectiveness of inter-service delivery arrangements, balancing potential savings against service resilience.

Savings Achieved

162. Since its establishment, ARA has successfully delivered £8.634 million in cumulative savings in line with the original Benefits Realisation Strategy. However, over the same period, ARA achieved £21.299 million in budget reductions. With regards to cumulative savings, the way this is presented in Table 10 means a saving in Year 1 is counted 10 times. The additional savings, over the Benefits Realisation Strategy target, are due to the financial landscape being vastly different to that which existed in 2014.

163. This has resulted in both Councils allocating additional savings targets to ARA which were above and beyond those envisaged in the Outline Business Case which was put forward at the introduction of the Ayrshire Roads Alliance. This was a significant reduction in ARAs operating budget, falling from £14.683m in 2014/15 to £12.582m in 2025/26, without adjusting for inflation or rising input costs. Table 10 highlights the budget savings over the 10-year period

Table 40 - Savings over 10 Year Period

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	
Proposed Savings - Benefits Realisation Strategy (£m) (per annum)	0.696	-0.426	-0.73	-1.049	-1.187	-1.188	-1.187	-1.188	-1.187	-1.188	-8.634
Annual Budget	14.683	14.813	14.006	13.823	13.551	12.695	12.294	11.992	12.278	12.582	
Savings per annum (£m)	0.696	-0.441	-0.971	-1.315	-1.768	-2.515	-3.067	-3.636	-3.828	-4.454	
Cumulative Budget	14.683	29.496	43.502	57.325	70.876	83.571	95.865	107.857	120.135	132.717	
Cumulative Savings to date (£m)	0.696	0.255	-0.716	-2.031	-3.799	-6.314	-9.381	-13.017	-16.845	-21.299	

164. These additional savings were made through a mix of workforce reductions, winter route optimisation, fleet rationalisation, reductions in overtime, standby, and street lighting efficiencies following the LED upgrade programme. Income generation through EV charging, increased fees and charges, and higher Penalty Charge Notice (PCN) recovery.

165. While these measures delivered significant savings, consultation feedback emphasised the operational strain created by persistent budget reductions. Staff reported increased workloads, reduced resilience to meet rising statutory obligations, particularly in parking and traffic management. Stakeholders also highlighted that savings sometimes appeared to outweigh considerations of service visibility and quality, particularly centred around roads operations.

Budgetary Pressures and Transparency

166. Analysis of the revenue budget over the review period demonstrates that ARA has operated in a highly challenging financial environment, characterised by rising costs, increased service demand and long-term pressure associated with managing an extensive and aging network. Despite this, the service has consistently taken proactive steps to manage financial pressures to maintain service continuity and protect statutory functions.

167. In several years, one off funding and balance drawdowns were utilised strategically to manage in year pressures and ensure financial sustainability. These interventions reflect prudent financial management enabling ARA to respond flexibly to external cost pressures such as fuel, materials, and energy inflation while continuing to deliver essential services.

168. ARA has also delivered efficiencies through joint procurement, service integration and streamlined operational processes, helping to offset inflationary pressures and reduce duplication across both councils. This collaborative approach has strengthened value for money and enhanced financial resilience within a constrained funding environment.

169. Certain cost pressures sit largely outside the direct control of the service. Electricity cost associated with street lighting alongside post covid changes in parking demand changed income patterns and have had a notable impact on budget reporting. Importantly, these pressures do not reflect underlying inefficiencies in service delivery. Where income and expenditure budgets are aligned to reflect actual demand and unavoidable price movements, ARAs underlying financial position is significantly strengthened.

170. Both Councils have now recognised the impact of uncontrollable costs (for example street lighting), with these pressures reflected within the 2025/26 financial forecasts. This adjustment represents a positive step towards a more realistic budget setting and is expected to reduce reported variances, provided energy price volatility stabilises.

- 171.** The expansion of the public electric vehicle charging infrastructure across EAC and SAC further demonstrated ARAs' commitment to national climate and decarbonisation objectives. During the early phase of the network rollout, ARA absorbed the electricity costs to encourage uptake and support behavioural change. As demand increased, the introduction of user tariffs in April 2024 provided a sustainable funding mechanism to recover energy costs, support ongoing maintenance, and safeguard the viability of the charging network. This transition reflects a maturing service model that balances environmental ambition with financial sustainability.
- 172.** The post-pandemic shift toward hybrid working patterns, alongside the demolition of the Kilmarnock multi-storey car park, has permanently altered parking demand and income generation. While this has placed pressure on income targets set prior to COVID-19, it is increasingly recognised across the local government sector that traditional parking income assumptions require reassessment. Aligning future income budgets with realistic usage patterns will provide a more accurate reflection of service performance and reduce artificial reporting pressures.
- 173.** Engagement with staff and stakeholders highlighted the importance of continued clarity around how budgets are allocated between East and South Ayrshire. In response, the Service is well placed to further strengthen transparency through clearer communication, improved financial reporting, and enhanced understanding of the rationale behind budget decisions.
- 174.** Overall, the past decade demonstrates that ARA has managed sustained financial pressure responsibly, transparently, and in line with best value principles. Through active budget management, adaptation to changing demand, and ongoing collaboration with both Councils, ARA has maintained service resilience while positioning itself for improved financial clarity and stability in the years ahead.

Asset Valuation

- 175.** Asset valuation is shown in Tables 11 and 12 below. The tables provide a comprehensive overview of the current value of key roads and transport infrastructure assets managed by ARA. These include carriageways, footways, bridges, street lighting, and coastal or harbour structures, each presented with their respective gross replacement costs, depreciated replacement costs and annualised depreciation charge. The valuations are based on nationally agreed methodologies, actively ensuring consistency with sector standards, and supporting robust asset management planning.
- 176.** Analysis of the valuation figures illustrates the significant scale and long-term investment required to maintain and renew public infrastructure assets. The tables highlight both the total replacement values and the relative depreciation incurred over time, signalling areas where continued capital investment is necessary to avoid further decline in asset condition and potential increases to future liabilities.

177. The overall asset base remains a major public investment, and ongoing, evidence-based valuation is essential for prioritising works, fulfilling statutory reporting obligations, and actively ensuring the long-term resilience of Ayrshire's transport network.

Table 51 - EAC Asset Valuation

EAC Asset Valuation as of 31st March 2025			
Asset Type	Gross Replacement Cost £'000	Depreciated Replacement Cost £'000	Annualised Depreciation Charge £'000
Carriageway	£1,323,840	£1,124,717	£22,698
Footway	£119,501	£70,615	£2,384
Structures	£205,519	£165,934	£2,012
Street Lighting	£48,999	£23,458	£1,168
Street Furniture	£12,388	£6,168	£584
Traffic Management Systems	£10,004	£6,268	£464
Land	£139,678		
Total	£1,859,929	£1,397,160	£29,309

Table 62 - SAC Asset Valuation

SAC Asset Valuation as of 31st March 2025			
Asset Type	Gross Replacement Cost £'000	Depreciated Replacement Cost £'000	Annualised Depreciation Charge £'000
Carriageway	£1,067,408	£898,867	£15,075
Footway	£115,952	£70,676	£2,423
Structures	£97,948	£89,668	£652
Street Lighting	£42,460	£21,722	£977
Street Furniture	£3,475	£1,747	£172
Traffic Management Systems	£8,948	£5,774	£364
Land	£231,510		
Total	£1,567,700	£1,087,796	£21,789

178. Staff feedback widely acknowledged the asset valuation exercise as a critical tool for evidencing ongoing investment needs and prioritising works, citing the value and depreciation shown for major asset types as highly relevant to long-term planning.

Budget Recovery

- 179.** ARA's approach to budget recovery forms a central component of its financial management framework and reflects a proactive commitment to long-term sustainability and service resilience. Over the past decade, the Service has operated within a demanding financial environment, characterised by static or reducing budgets, rising input costs, and increasing pressure on an ageing asset base.
- 180.** Budget recovery arrangements have focused on understanding underlying financial trends, responding early to emerging pressures, and ensuring expenditure remains aligned with available resources while protecting statutory and priority services. In recent years, there has been an increased emphasis on transparent budget allocation, collaborative financial planning across both Councils, and strengthened performance monitoring. These measures have improved financial oversight and enabled earlier identification of pressures and opportunities for mitigation.
- 181.** Key areas of progress have included joint procurement, efficiency savings achieved through reduced duplication, and more consistent approaches to service planning across East and South Ayrshire. The continued adoption of digital solutions has streamlined processes, delivered efficiencies in staff time, and supported improved income generation and cost recovery. Digital tools have also strengthened the Service's ability to compare in-house and external delivery models, supporting evidence-based decisions within the existing governance framework.
- 182.** Collectively, these measures demonstrate how budget recovery activity supports wider strategic and operational objectives, reinforcing best value and long-term financial resilience.
- 183.** Looking ahead, the Service continues to explore a range of opportunities to further align expenditure with available budgets across both EAC and SAC over the next two years. These options are at an early stage of development and reflect a broad and measured assessment of potential efficiencies, all of which would be subject to detailed evaluation and appropriate governance approval before progression.
- 184.** Where potential savings or income generation measures are identified, including the review of fees and charges, ARA continues to adopt a measured, evidence-based, and transparent approach to financial recovery.

- 185.** To date, savings have largely been delivered through efficiency improvements rather than reductions in service standards. Any future proposals that may impact service levels would require detailed business case development, impact assessment, and formal approval through Cabinet and other relevant governance arrangements. Many of the options under consideration remain at an early stage and would be subject to full business case development, equality and risk assessment, and approval through the appropriate governance channels prior to implementation.
- 186.** Overall, this demonstrates the Service's proactive and responsible approach to budget recovery, underpinned by operational review, innovation, and sound financial governance. These actions place ARA in a strong position to manage ongoing financial pressures while continuing to deliver resilient, high-quality services.
- 187.** In parallel, ARA is also pursuing income generation through digital transformation initiatives. The partnership with TrueView Visuals which has led to the development of the RoadsOnline platform, illustrates how innovation can create new revenue streams and operational efficiencies. Eight modules have been developed to date with other LAs expressing an interest in procuring modules. Each module has the potential to generate between £3,000 and £5000 income, supporting reinvestment in service improvements.
- 188.** While the total income potential is dependent on market interest and uptake, this initiative highlights how ARA's digital innovation contributes to both financial recovery and regional collaboration. Should NAC consider future participation in ARA, they would also benefit from access to the RoadsOnline system, and any subsequent digital modules developed as part of ARA's modernisation strategy.

In-house Vs Contractor Delivery Analysis

- 189.** A number of exercises have been carried out to determine if savings can be made if certain works are undertaken by contractors. An extensive analysis was undertaken in reviewing the following business area.

Capital Resurfacing Works Undertaken by Contractors

- 190.** An analysis was undertaken of all resurfacing capital projects carried out in 2023/24 for both EAC and SAC. All the projects that were undertaken in-house were compared to see how much it would cost if they were carried out by a contractor.
- 191.** While the staffing cost recovery arrangements for capital works generate income as labour is charged at 135% it is important to note that the oncost applied to staff recharges is primarily required to cover overheads and indirect costs, such as accommodation, ICT systems, training and corporate support services.

192. Accordingly, not all the on costs represent a surplus, rather, it is a mechanism to ensure the ARA can recover the true cost of providing shared services while maintaining financial sustainability and compliance with best value principles.
193. Initial findings found that while contracting out elements of the service delivery may appear to offer best value in the short term, this approach should be considered with caution. If ARA were to significantly reduce or lose its in-house workforce and become wholly reliant on external contractors, there is a substantial risk that costs could escalate over time. Without an internal delivery capability, ARA would have limited leverage in the marketplace, leaving it vulnerable to price inflation and reduced competition. Maintaining a skilled in-house workforce provides essential resilience, cost control, and flexibility, ensuring the ARA can benchmark contractor's rates, sustain quality standards and retain the capacity to respond quickly to emergencies and unplanned events. This balanced delivery model supports long term value for money and safeguards against potential cost pressures that could arise from full outsourcing.
194. This is reflected in the model that ARA operates where it retains some capital work and only carries out what the service can manage within the existing workforce levels incurring minimal overtime on capital or revenue works where work is required to be carried out in traffic sensitive locations. The review has highlighted later in the report, in the section 'Breakdown of operational staff / technical staff', that the workforce levels within roads operations are already such that reducing them any further would impact on the services ability to deliver routine and winter maintenance.
195. If more capital work was contracted out, there would be the capacity for ARA to undertake more external works for other services, which could potentially generate additional income for the service. However, this is dependent on whether services have funding available for such works and with ever decreasing budgets across all Council services this may not be a sustainable income source.

Recommendation 13

Delivery Models: Maintain a balanced delivery model that prioritises in-house capability while using external contractors only where specialist expertise or short-term capacity is required. This approach ensures that ARA retain control over quality, responsiveness, and long-term cost management, A continued commitment to developing and investing in the internal workforce will safeguard against potential cost escalation that could occur if outsourcing were pursued, while still allowing flexibility to engage the private sector where it demonstrably delivers best value.

Street Lighting Capital and Revenue Maintenance Works

196. An analysis was undertaken using bill of quantity items against actual lighting costs in the budgetary year 24/25 in EAC to identify if savings could be successfully achieved if street lighting works were externalised. The exercise highlighted the following:
- Contractor would cost £720,000
 - ARA would cost £600,000
197. This demonstrates that retaining Street Lighting in-house is £120,000 less than if it is contracted out. The exercise that was carried out only covered East Ayrshire. It is expected that carrying out a similar exercise for SAC will highlight similar findings. It is also noted that by keeping the service in-house, local skilled jobs will be retained.

Recommendation 14

Street Lighting: Continue with the current model and also explore the lighting outputs from the focus group, for example, introducing planned maintenance on the structure of lighting columns.

Parking Service Delivery Model

198. Due to a changing parking landscape, the service was experiencing new demands such as the future expansion of residents' permit parking, new restrictions around Rugby Park Kilmarnock, special events, evening motorhome parking enforcement and the new pavement parking legislation.
199. In particular, the ability to cover special events and football matches outside normal working hours was proving difficult, with many events not covered by enforcement teams due to a lack of staff willing to work outside normal working hours. The situation was exacerbated with the onset of pavement parking enforcement in the Spring of 2025.
200. There were numerous challenges which hindered better utilisation of existing resources. Enforcement teams in EAC and SAC working different hours, with different rest days and different arrangements for taking breaks and public holidays, therefore, front line service delivery has been recently reviewed to identify improvements to enable the provision of a fit for purpose service.
201. In early 2026 reports were presented to both East and South Ayrshire Council recommending a new operating model adopting a partnership approach to the delivery of frontline parking enforcement through the City of Edinburgh / Marstons Ltd contract. This proposal was agreed by East Ayrshire Council and work is underway with a view to the implementation of this in June 2026. South Ayrshire Council decided that frontline parking enforcement should be retained in-house but that officers review the service provision and report recommendations back to Council and this review is currently ongoing.

Carriageway Gritting

- 202.** An analysis was undertaken to identify if savings could be successfully achieved if all winter gritting was externalised, based on winter costs in the 2023/24 season. There were 5 routes being carried out by contractors (3 in East Ayrshire and 2 in South Ayrshire). With the remaining 16 routes undertaken by ARA. The costs calculated in the exercise included a combination of different contractor rates as some contractors do not have the capacity to take on all additional routes.
- 203.** Additional standby and fleet costs have also been included if ARA had the capacity to undertake all the routes.

Table 13 – Carriageway Gritting (Internal v External)

East Ayrshire – Galston

Contractors All Routes	£420,548
ARA All Routes	£348,038
Status Quo	£254,148

South Ayrshire - Coynton

Contractors All Routes	£247,011
ARA All Routes	£301,950
Status Quo	£238,722

South Ayrshire – Girvan

Contractors All Routes	£344,532
ARA All Routes	£231,279
Status Quo	£231,279

- 204.** The exercise highlighted that the status quo with most routes delivered in-house and some by external contractors was the most cost-effective option. The service has also explored potential efficiency savings through a route optimisation exercise, but this has confirmed that the current routes are as efficient as they can be. Savings in winter maintenance costs could be achieved if the treated length of carriageways (and footways in East Ayrshire) were to be reduced.

Parking Strategy

- 205.** Parking management within ARA is focused on supporting local economies, actively ensuring access, and serving as an important revenue stream which helps sustain other roads services. In 2025, attention was paid to the development of tailored parking strategies for Ayr, Prestwick, and Troon, each of which have factors that need to be considered from tourism, commuter demand, and town centre regeneration plans.

- 206.** For all three towns, the approach will prioritise optimising available parking, reviewing and updating tariff structures (where they apply), and actively ensuring provision for both residents and visitors. Engagement with local businesses and communities is a core part of strategic planning, supporting the long-term viability of high-street retail and sustainable transport goals. A range of parking strategy papers are planned to be submitted for Cabinet approval for both respective authorities over the course of 2026 and 2027.
- 207.** Kilmarnock, as a major urban centre within EAC and in support of wider town centre regeneration master planning, is undergoing a comprehensive review of its parking provision. The new strategy seeks to balance the demands of shoppers, local workers, visitors, and residents, while supporting ongoing town centre redevelopment. Key elements include an audit of existing car parks, consultation with stakeholders, and an evaluation of appropriate tariff levels. The strategy also aims to integrate digital payment solutions and real-time occupancy data, drawing on best practice from other Scottish towns. Changes will be designed to promote equitable access, stimulate local commerce, and achieve wider transport and environmental objectives.
- 208.** Ayr, and Kilmarnock each generate a substantial portion of parking revenue within South and East Ayrshire. Charging structures are regularly reviewed for best value and equity, with any net income used for reinvestment in road-related services.
- 209.** Stakeholder consultation has recognised that commuter and visitor parking affect not only Ayr and Kilmarnock but also outlying areas including Maybole, Girvan, Stewarton, Troon Prestwick, and Cumnock. Discussions are ongoing with local partners in these towns to identify locations where demand management may be appropriate in the context of overall local strategy. Any changes will be implemented following engagement, and will include options for residents' permits, and flexibility to reflect local business needs. The approach aims to ensure that parking provision supports local communities while managing congestion and promoting sustainable travel.

Fleet Utilisation

- 210.** Fleet utilisation is currently being reviewed as part of the wider budget savings programme. The review aims to identify opportunities to make more efficient use of vehicles and staff work patterns to reduce overall fleet numbers where appropriate and ensure that the service continues to operate effectively within available resources.
- 211.** Over the past decade, ARA has introduced a range of positive changes to how vehicles are managed and deployed. Improved scheduling, and the current review that is underway will look to increased vehicle sharing, and more flexible allocation between depots enhancing efficiency and reduced downtime. These operational improvements will strengthen fleet performance to achieve further savings.

212. Staff development will be central to these changes, with targeted training programmes promoting safe vehicle operation, and responsible use of resources. This will contribute to lower running costs, improved compliance, and a stronger culture of sustainability across the workforce.

Recommendation 15

Line Markings: Explore targeted investment in training and equipment to expand in-house capability for line markings. This could reduce dependency on contractors and potentially deliver efficiency savings.

213. At the same time, ARA should progress its transition to low- and zero-emission vehicles in line with Council and national net zero commitments. This shift brings opportunities for long-term savings but also requires investment in depot infrastructure to support efficient charging, maintenance, and power management. Ensuring that depots are equipped to accommodate an expanding low-emission fleet will be essential to future operational resilience.
214. The ongoing review will ensure that ARA's fleet remains efficient, sustainable, and financially viable, supporting both immediate budget objectives and the Alliance's long-term commitment to modern, environmentally responsible service delivery.

Summary and Conclusions

215. The budget information reflects the necessary shift towards greater financial sustainability and resilience, while ensuring clear alignment with strategic priorities. Increasing income will be critical to offsetting funding pressures.
216. ARA has delivered strong and demonstrable financial benefits since 2014. Costs per kilometre remain below national averages and joint service delivery across East Ayrshire and South Ayrshire continues to provide excellent value for money when benchmarked against comparator authorities.
217. Digital innovation, particularly the RoadsOnline platform, has strengthened operational efficiency, improved transparency, and created new opportunities for income generation and customer engagement.
218. While financial pressures remain, including inflation in materials and energy costs, storm-related reactive works, and constrained capital investment, ARA has demonstrated a proactive and controlled approach to financial management. These pressures have been effectively managed through active budget monitoring, strategic use of one-off funding, efficiency measures, and improved alignment of budgets with operational realities.
219. Further strengthening financial forecasting, expanding multi-year planning approaches, and improving the timing and certainty of funding allocations will support long-term sustainability and reduce volatility in budget management.

Section 7: Workforce Profile and Development

Workforce Profile 2024/2025

- 220.** The workforce establishment within ARA (as at December 2025) consists of 207 Full Time Equivalent (FTE) staff. Alongside this, there are 39 vacancies across various roles within the service. These vacancies include 29 roadworker positions, 2 foreperson roles, 2 parking attendants, 3 community maintenance assistants (shared with Housing and Communities), 1 team leader design post and 2 technical officer posts (Lighting and Flooding).
- 221.** Of the 207 FTE posts currently filled, 46% are direct operational staff who are specifically associated with roads maintenance activities. This highlights the significant proportion of the workforce dedicated to frontline service delivery within the road's maintenance function.
- 222.** In response to current budget constraints, the service has paused recruitment into roadworker and foreperson posts. This measure has supported efforts to manage overspend effectively, while also creating an opportunity to review how resources are best aligned and to consider more sustainable approaches to income generation in the future.

Age Groups

- 223.** The current average age of operational staff within ARA is 44, while the technical workforce average is 38 years. This represents a significant shift compared to findings in the Transformational Service Redesign paper presented to Cabinet on 24th February 2021, which identified an average workforce age of 55. The change in average age demonstrates the positive impact of workforce renewal initiatives, most notably the success of the modern apprenticeship programme established over the last decade. This programme has been instrumental in attracting and retaining younger employees, supporting vital succession planning, and actively ensuring a sustainable pipeline of skilled staff. EAC has confirmed that ARA have the highest number of Modern Apprentice's across all the service areas highlighting the success of the programme.
- 224.** This provides the service with greater resilience and strengthens ARA's capacity to meet current and future operational demands. Continued attention to apprenticeship recruitment and career development opportunities will be key to maintaining a sustainable workforce. While this is very much a success story over the review period it should also be noted that having a younger less experienced workforce does have an impact on the output and best values as a significant amount of experienced staff time is spent mentoring these individuals.

Breakdown by operational staff / technical staff

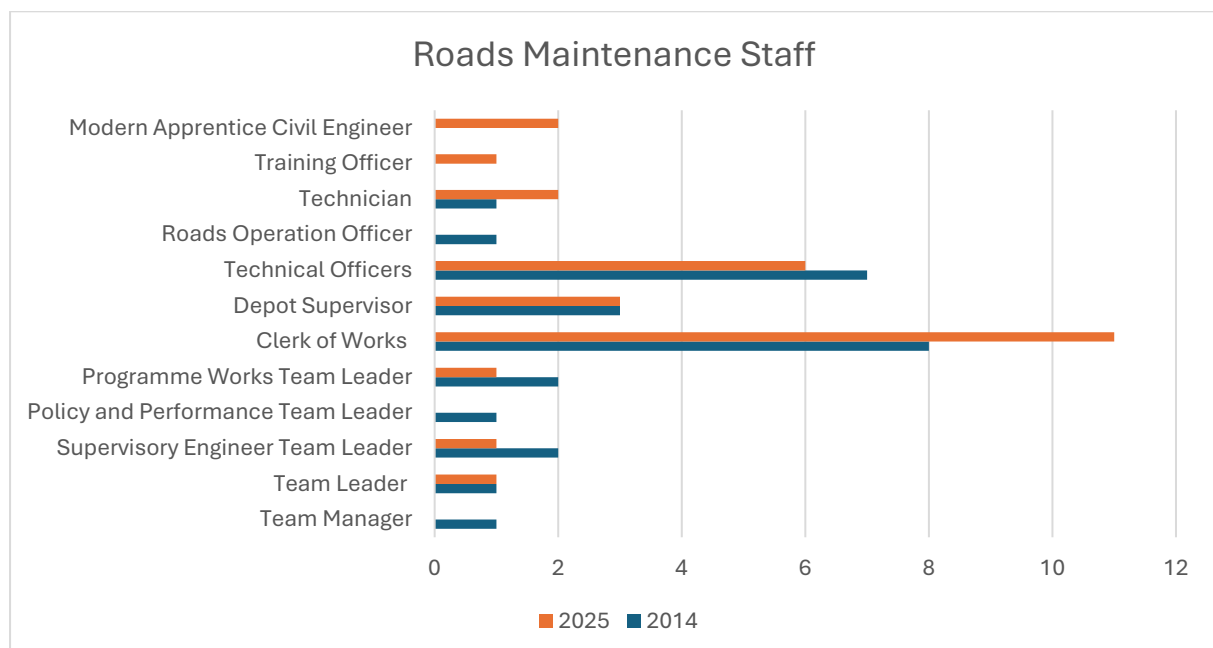
- 225.** The workforce profile of the ARA has changed significantly between 2014 and 2025, reflecting both financial pressure and evolving service priorities. Across operational and technical areas, posts have been streamlined at the management level while new entry routes, such as modern apprenticeships, have been created to support succession planning. These changes mirror broader trends in LAs, where budget constraints have required reductions in headcount, but statutory duties and community expectations have continued to grow. Feedback from staff engagement and stakeholder consultation highlights the impact of these changes on service delivery.
- 226.** While efficiencies have been successfully achieved, the evidence suggests that sustained vacancies and increased statutory responsibilities and public expectations have placed additional pressure on operational staff. The following figures provide a breakdown of the workforce across key service areas, illustrating both the progress and the opportunities that have emerged over the past decade.

Recommendation 16

Strengthen Workforce Planning: Despite a decade of workforce reductions, ARA has delivered on its priorities. However, it is recommended that ARA review vacant posts, particularly in operations which has seen the largest decrease and further that ARA continue to strengthen workforce planning, including ensuring resilience during peak winter periods, reducing reliance on overtime. This will be done alongside a review of the budget, ensuring that the service remains within budget

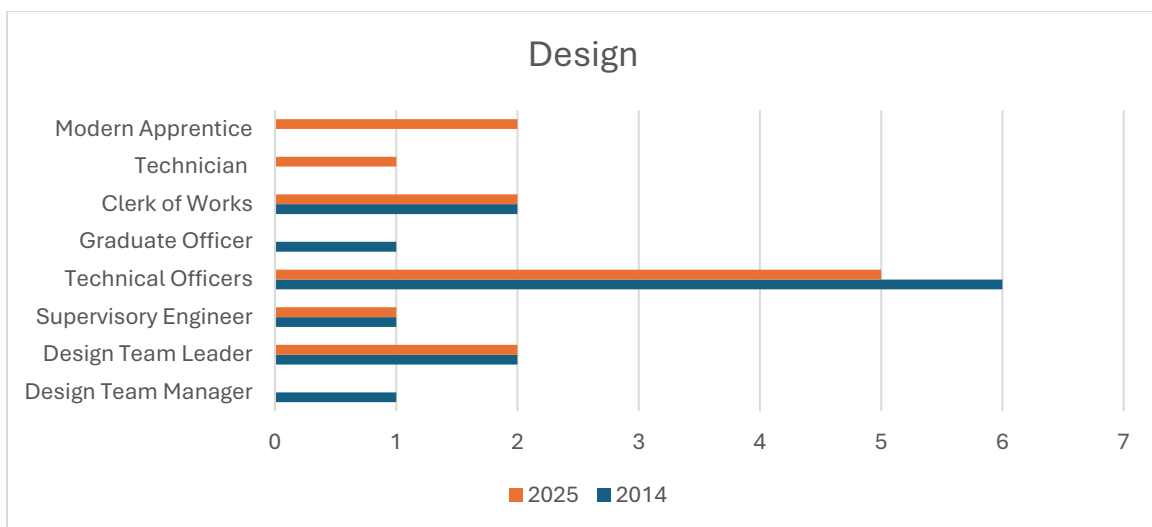
- 227.** Figure 1 shows that four management posts were removed from Roads Maintenance over the ten-year period. At the same time, four posts were added at technician and modern apprentice grades, supporting succession planning.

Figure 1 - Roads Maintenance Staff 2014 vs 2025



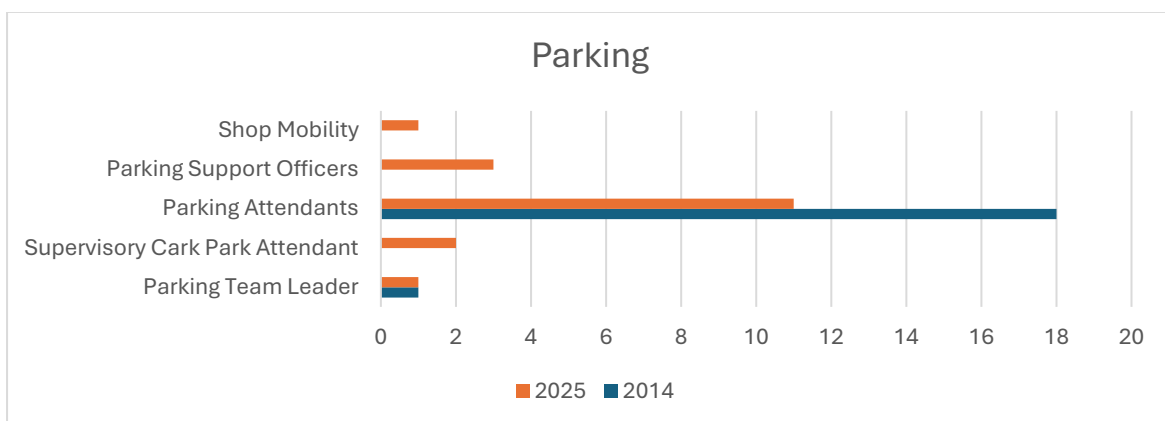
- 228.** Figure 2 highlights change within the Design team which notes a reduction in management roles and the introduction of progressive technician roles and modern apprentice post for succession planning. The team continues to deliver key technical functions along with structural design expertise, capital project delivery, flood risk management, and abnormal load assessments.
- 229.** The focus group highlighted that while technical capability/knowledge remains strong, there is frustration with project delivery timescales, which are often extended due to complex matters surrounding land ownership and procurement challenges/resources. As a result, this can delay scheme progression, compounding difficulties for the design team and impacting overall project delivery.

Figure 2 - Design Staff 2014 vs 2025



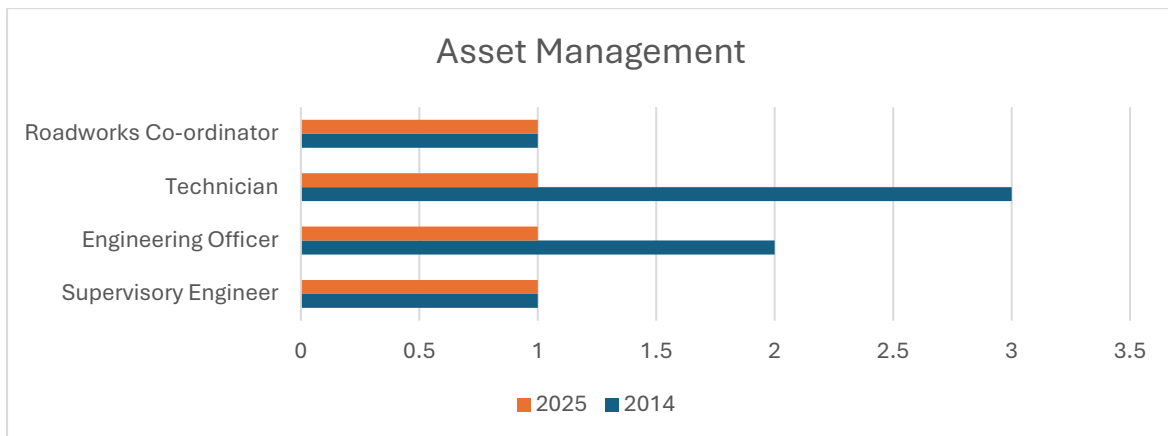
- 230.** Figure 3 illustrates the reduction in Parking Attendant posts compared with 2014. Despite fewer staff, expectations on the team have increased, including new responsibilities for enforcing pavement parking restrictions. Engagement feedback highlighted that this has created additional pressures on the team.

Figure 3 - Parking Staff 2014 vs 2025



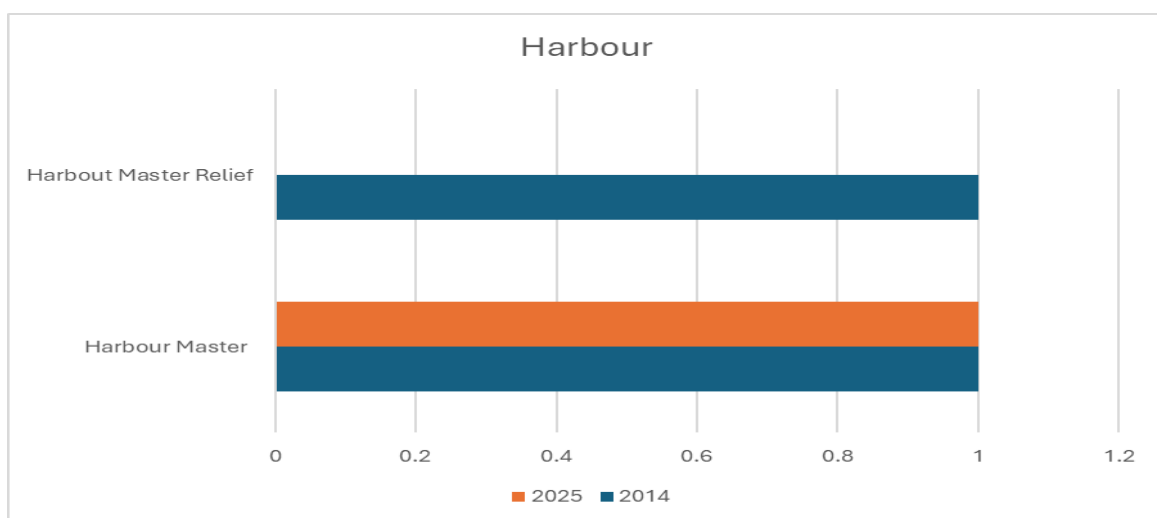
231. Figure 4 shows the numbers within the Asset Management team have reduced. The team has been involved with the roll out of digital technology. This includes WDM, Vaisala AI, TRIPS. This reflects the growing importance of asset inventory and having the necessary technology provides the essential tools to record the necessary information to support road condition monitoring and lifecycle planning. The expansion of asset management technology aligns with both internal and external calls for more robust data.

Figure 4 - Asset Management Staff 2014 vs 2025



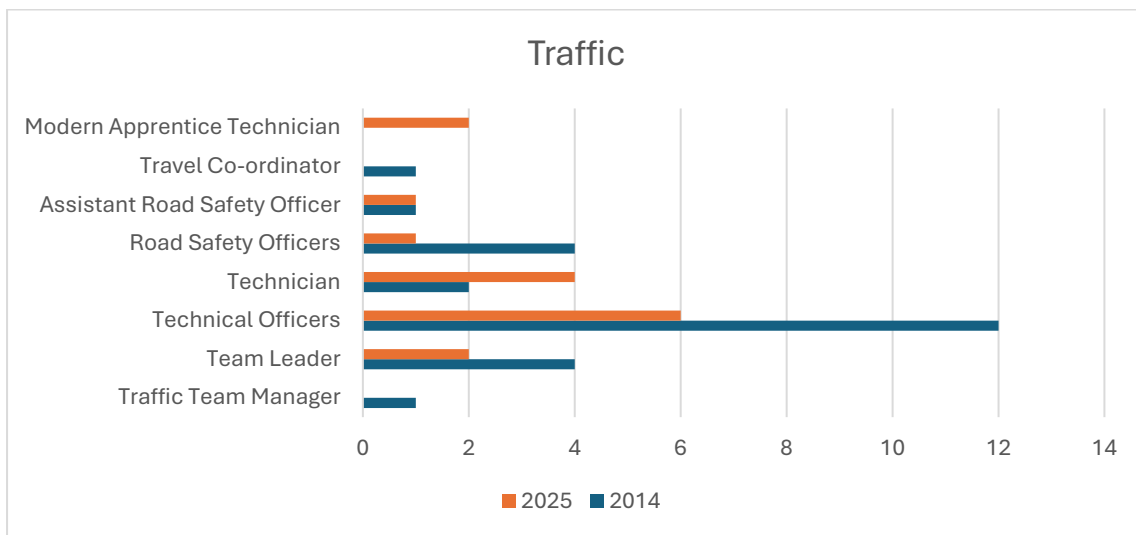
232. Figure 5 shows the staffing levels dedicated to harbour operations within ARA. There is currently no dedicated relief in place for the Harbour Master with cover being provided when necessary, by the Girvan Depot Co-ordinator. This can prove challenging at times when there are competing priorities and there would be a benefit from having a dedicated additional resource that can provide cover for the Harbour Master when required to ensure resilience and maintenance of critical maritime assets in line with statutory duties and environmental opportunities and

Figure 5 - Harbour Staff 2014-2025



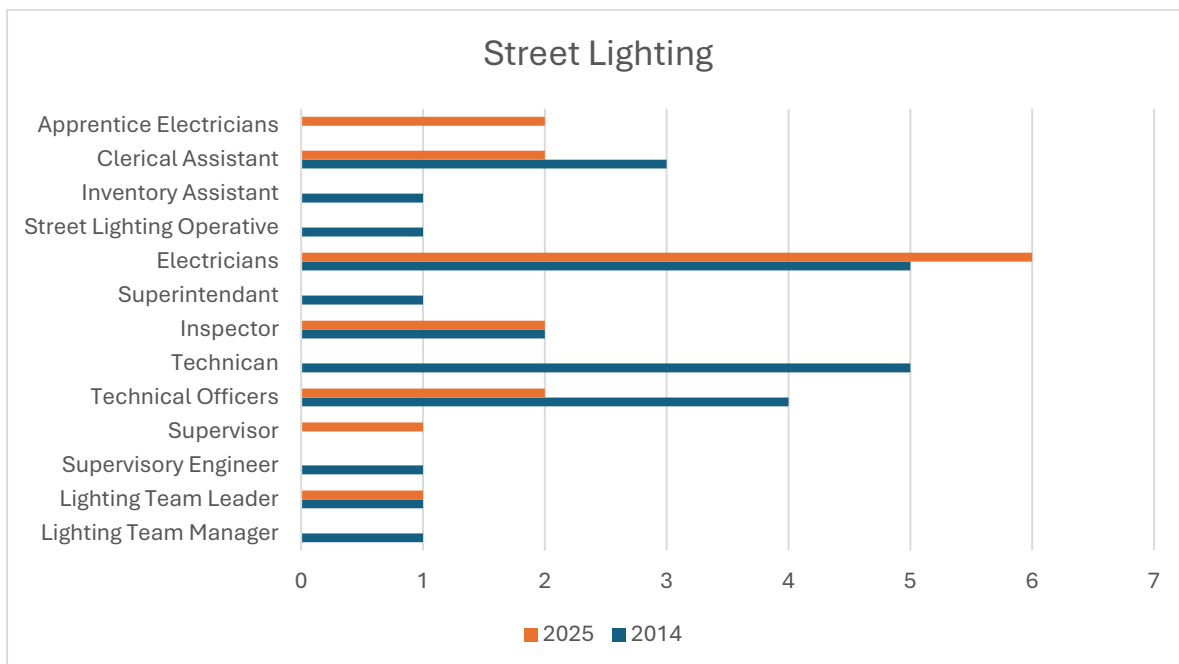
233. Figure 6 demonstrates a reduction of three management positions and technical officer posts since 2014 within the traffic team. However, two modern apprentices and two technician roles have been introduced to allow for progression within the team. Staff engagement findings highlighted staffing resources as an area of concern. Options that may be worth considering are reallocating some functions to other sections and reviewing the SLA to have a clearer defined scope for remits.

Figure 6 - Traffic Staff 2014 vs 2025



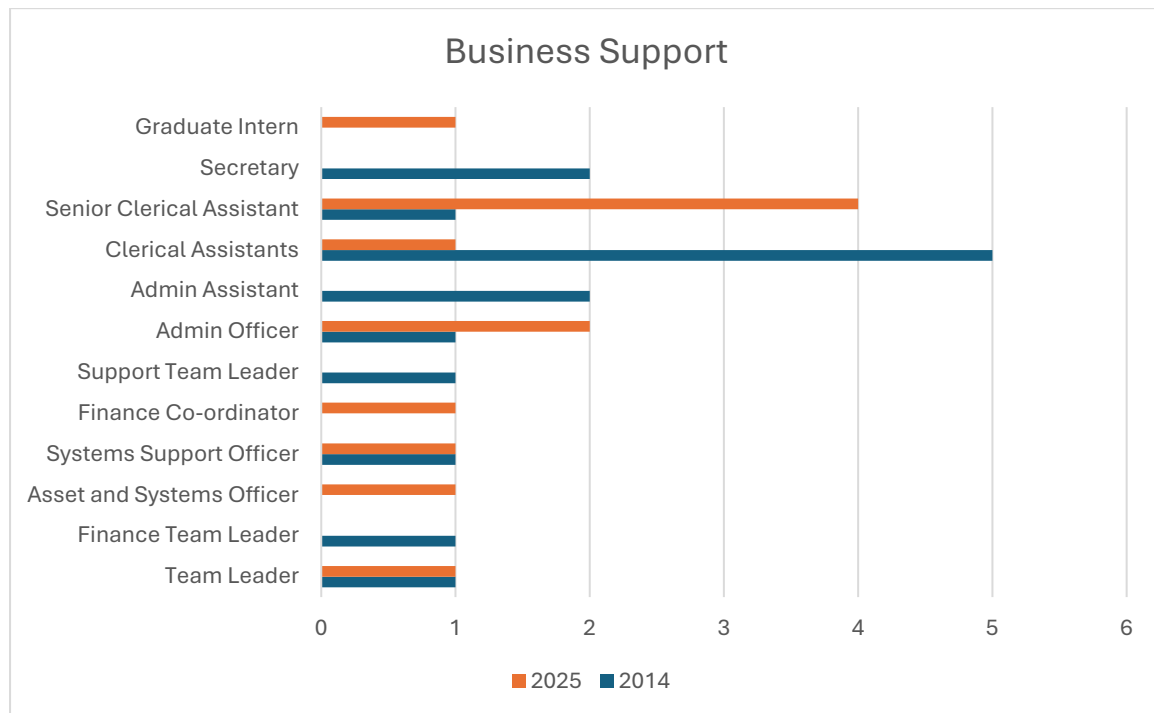
234. Figure 7 highlights the reduction in Technical Officer posts within the Street Lighting team, partly enabled by the LED conversion programme, which has reduced reactive maintenance demand. Staff consultation reflected pride in the LED rollout as a success story. Although feedback from workshops emphasised the need to retain sufficient skilled operatives to manage inspection and testing workloads.

Figure 7 - Street Lighting 2014 vs 2025



235. Figure 8 demonstrates a relatively steady workforce allocation within business support. The consistent staffing levels reflect the ongoing importance placed on providing robust administrative, finance, human resources, procurement, and ICT support to ARAs operational teams. While slight fluctuations align with organisational changes and evolving service demands. Business Support plays a critical role in enabling effective service delivery, compliance, and governance across both EAC and SAC

Figure 8 - Business Support Staff 2014 vs 2025



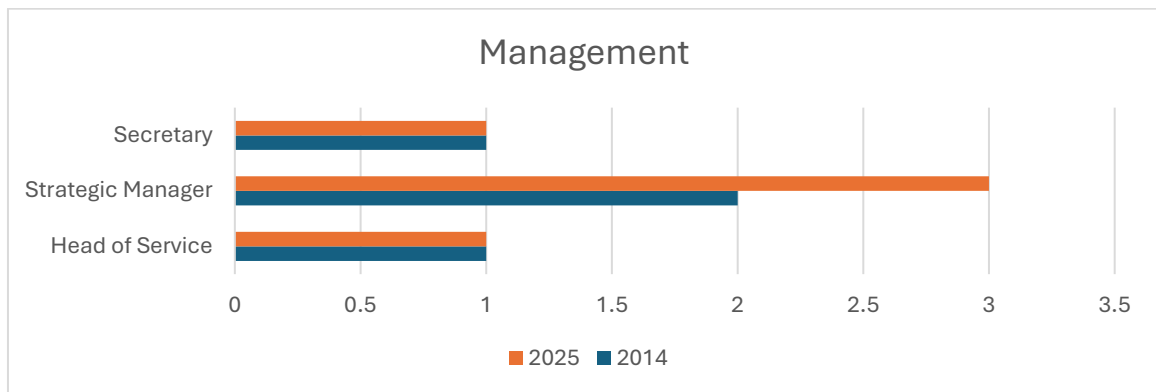
236. Figure 9 demonstrates the evolution of the management team structure over the review period. While the introduction of a third Strategic manager post has strengthened leadership capacity and improved oversight across key service areas, it is important to note that this post is currently a temporary position and funded solely by EAC. The post was created in response to increased workload pressures, rising statutory responsibilities and growing complexity of service demands.

237. Feedback from workshops and staff surveys emphasised that the additional capacity provided by this role has been essential for maintaining strategic focus, service resilience, and ensuring effective programme delivery across both Council areas.

Recommendation 17

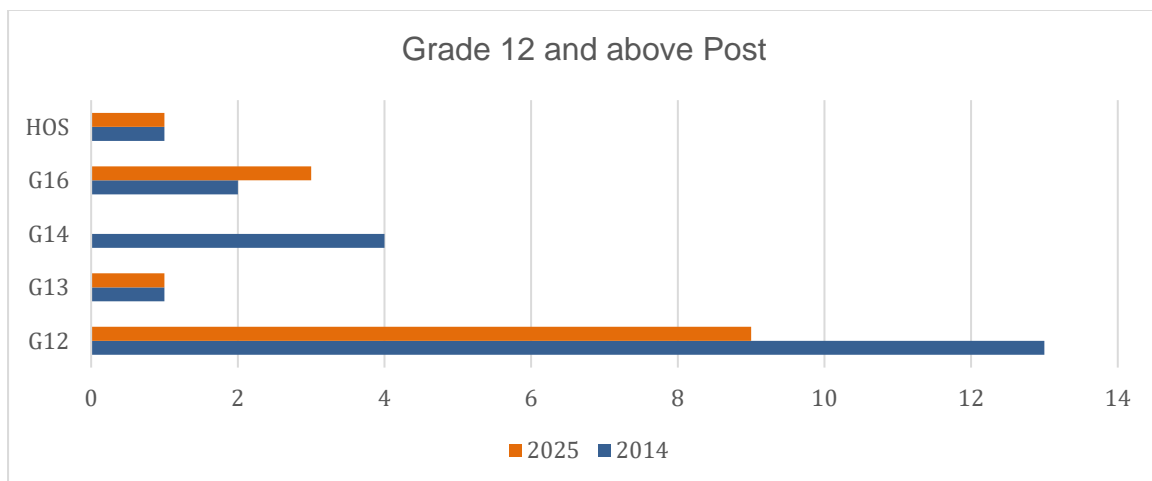
Strategic Management: it is recommended that Strategic Management arrangements are kept under review aligned with the potential expansion of the service to include NAC.

Figure 9 - Management Staff 2014 vs 2025



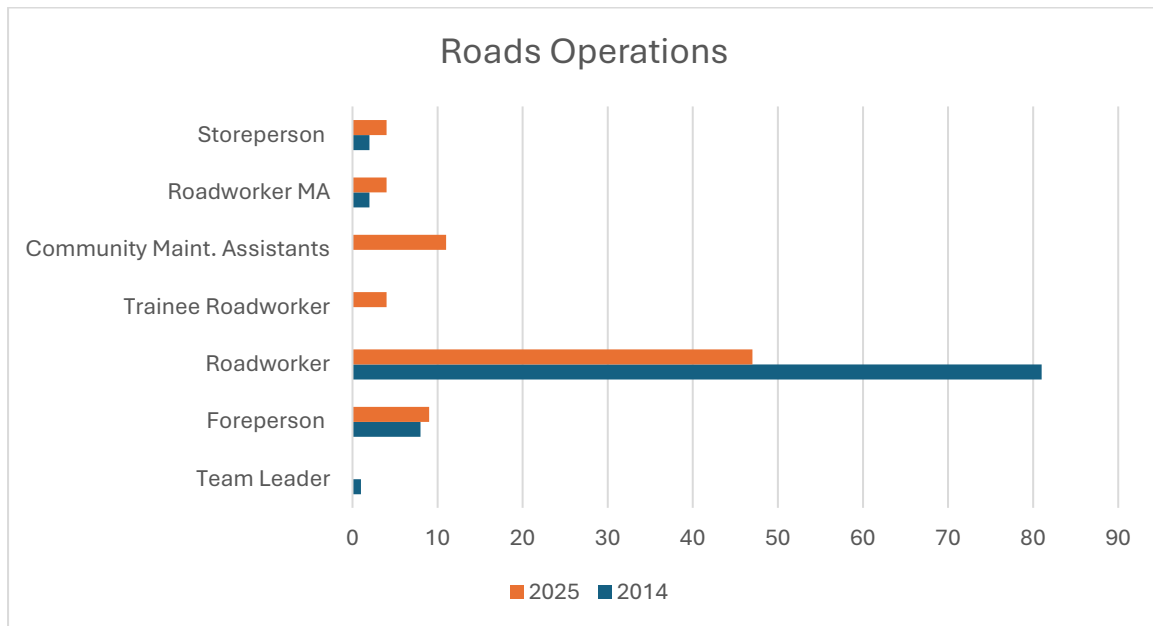
238. Figure 10 illustrates that there has been a reduction of 7 management posts (Grade 12 and above) over the 10-year period. This can be viewed as making the organisation more cost-efficient, but it also adds additional risks that remaining managers may face heavier workloads and employees receive less support.

Figure 10 - Grade 12 and above Posts 2014 vs 2025



239. The Roads Maintenance Unit (Fig 11) has experienced a significant reduction in the number of roadworkers, with 29 roadworkers and 2 foreperson vacancies, as noted at paragraph 221. However, additional resources have been introduced through the establishment of flexible community maintenance assistant posts. These roles are designed to operate across both greener communities, from April to September, and ARA, from October to March, thereby providing greater flexibility in workforce allocation throughout the year.

Figure 11 - Number of Overall Staff within Roads Operation, not including vacancies



240. Despite these measures, a significant number of roadworker positions have remained unfilled for an extended period. In the past this has been mainly due the service not being able to recruit and retain experienced road workers but these vacancies are now essential in contributing to offsetting of the overspend and it is recognised that the service is now running with the minimum number of road workers required to deliver it's routine and winter maintenance operations which are both statutory functions. This is of concern as it leaves little resilience in times of staff absence and leave.

241. In 2020 a review of Job description with the Roads Operation team was undertaken to ensure that roles accurately reflect the changing nature of the service. The introduction of new digital systems for works management, inspections and reporting has significantly modernised how Roads Maintenance activities are planned and delivered. To recognise this shift, operational job profiles have been updated to include digital competence as a core requirement ensuring staff are equipped to use tablets, new software, and mobile reporting tools effectively. In addition, roadworkers with an HGV licence was identified as having increased levels of responsibility such as operating complex plant undertaking winter services and complying with the enhanced safety and compliance standards. These updates ensure that the workforce structure remains fair, current, and aligned with the operational realities of a modern roads service.

242. To ensure that roadworkers can undertake the essential duties of their post, there has been the creation of a training officer post, which has assisted in the training of roadworkers.

Recommendation 18

Training Programme: It would be beneficial if a training programme could be developed to improve resilience where there may be gaps in staff knowledge and ensure succession pathways.

Supporting Attendance

243. Across the last three financial years (2022/23 – 2024/25), ARA recorded averages of 12–14 working days lost per Full-Time Equivalent (FTE) annually. This is slightly above the Scottish local government average of 11.8 days per FTE (Improvement Service, 2023) and higher than Council-wide averages which sit closer to 10–11 days per FTE.

244. Breakdown of internal data indicates that:

- Operational staff (e.g., roadworkers accounted for the highest absence levels, averaging 13.5 days lost per FTE. This reflects national trends, where frontline staff typically report higher sickness absence.
- Technical and support staff within ARA reported lower absence levels, averaging 9.2 days per FTE, broadly aligned with corporate benchmarks.
- Absence rates were consistently higher in winter months (November – February), coinciding with peak seasonal demand for gritting and reactive maintenance.
- With reduced operational staffing levels compared to 2014 (Breakdown of Operational staff / technical staff), absence may have an effect on service resilience. For example, the loss of a single roads squad during peak gritting season can reduce coverage by up to 10%, leading to reliance on overtime and external contractors. Staff workshops confirmed that unplanned absences frequently places additional strain on the squads.
- Workforce demographics – the average age of 44 within operations increases the likelihood of musculoskeletal absence due to the manual nature of the role.
- Seasonal workload intensity – high physical demand during winter and emergency callouts increases fatigue-related absence.
- Limited redeployment – unlike larger services, ARA has fewer options to temporarily redeploy staff recovering from illness or injury.

Recommendation 19

Wellbeing Interventions: Strengthening occupational health and wellbeing interventions, with a focus on preventative support for musculoskeletal health.

Recommendation 20

Supporting Attendance Benchmarking: Continue to regularly benchmark absence performance through the Local Government Benchmarking Framework (LGBF) and APSE, setting a target to bring ARA's absence levels in line with Council averages over the next three years.

Terms and Conditions - South Ayrshire Staff

- 245.** When ARA was established, all South Ayrshire staff transferred under TUPE. This ensured that employees retained their existing terms and conditions of employment, safeguarding contractual rights during the move from individual Councils to the shared service arrangement.
- 246.** Over the decade, through gradual staff turnover, ARA has aligned most of its workforce under EAC conditions. However, a small number of staff continue to be employed on SAC terms and conditions. This means differences to pay scales, working hours, overtime and standby payments, annual leave and public holiday entitlements.
- 247.** Table 14 provides a breakdown of those service areas within ARA where there are employees who remain on SAC terms and conditions. As at December 2025, out of the 91 employees across these service areas, 21 remain on SAC terms and conditions, representing 23% of the workforce in these areas. The continuation of dual frameworks has been highlighted in both staff engagement and workforce planning reviews as a source of operational complexity. Managers reported that administering two sets of terms and conditions creates challenges around variations in job descriptions and rates of pay, different HR policies for East and South Ayrshire staff, including differences in holiday entitlements, as well as actively ensuring equity across teams. In staff survey responses, some employees also expressed feedback that differences in conditions can fuel perceptions of inconsistency or unfairness within the workforce.

Table 14 - Number of Staff on EAC and SAC Terms (as at December 2025)

Post	No of Employees on EAC Terms	No of Employees SAC Terms	Total ARA Employees
Clerical Assistant	5	1	6
Roadworkers Non HGV	9	3	12
Roadworkers HGV	29	11	40
Street Lighting Operative		1	1
Engineering Officer	20	2	22
Supervisory Engineer	7	2	9
Programme Works Manager		1	1
TOTAL	70	21	91

248. From a governance perspective, maintaining staff on SAC terms remains fully compliant with TUPE protections and relevant employment law. However, the Chartered Institute of Personnel and Development (CIPD, 2022) notes that prolonged dual arrangements in shared services can impact workforce cohesion, potentially affecting morale and service integration. Similarly, inconsistencies in workforce terms can undermine efficiency in collaborative models if not managed proactively.
249. Where a demonstrable economic, technical or organisational (ETO) reason exists, ARA may be required to implement changes to working arrangements in order to maintain service efficiency, consistency and compliance with operational requirements. The current position, in which staff operate on differing job descriptions and terms and conditions across EAC and SAC, is no longer sustainable. This disparity is impacting service delivery and placing additional operational pressures on the service. In addition to the operational issues highlighted, there is also a need for additional payroll runs arising from employees remaining on two-weekly and monthly pay cycles, which follow a different schedule from the standard monthly arrangement.
250. Moving forward, the transition of all staff onto EAC terms and conditions is necessary to address these challenges and strengthen service resilience, improve operational alignment, and support more efficient workforce management. A review of existing working arrangements has identified several areas where practices could be streamlined to improve efficiency and ensure greater consistency across both Councils.
251. Consultation with staff and Trade Unions will continue to be a fundamental part of this process, with a clear emphasis on achieving change through engagement and agreement wherever possible. However, where agreement cannot be reached through consultation, and an ETO justification is clearly evidenced, ARA should give due consideration to progressing the revised arrangements to safeguard service sustainability.
252. Any such changes will be managed in accordance with TUPE legislation and the Councils' established workforce change protocols, ensuring employee rights are protected, appropriate consultation is undertaken, and all organisational decisions remain fully compliant with employment law. This approach balances fairness to staff with the operational need to maintain service resilience and deliver best value across both Councils.

Recommendation 21

Harmonisation of Terms and Conditions: Undertake a review to assess whether full harmonisation of terms and conditions could now be successfully achieved through negotiation, phased alignment, or alternative workforce agreements. This would simplify workforce management, safeguard operational needs and service sustainability and reduce administrative complexity.

Review of Job Descriptions

- 253.** As part of the review, an exercise is currently being undertaken to review job descriptions which have not been reviewed in the last three years. The first phase has commenced with reviewing operational roles in Roads Maintenance. The reason this exercise is taking place is to ensure that responsibilities are accurately reflected in job profiles.
- 254.** Given the scale and complexity of reviewing all the job descriptions over three years old across technical, operational, and support functions, the process is being undertaken in phases. This phased approach allows for meaningful consultation with staff and trade unions, ensuring transparency, compliance with HR policy, and consistent with wider organisational priorities.
- 255.** Feedback to date has been mixed; however, there are a number of employees who have welcomed the opportunity to validate the accuracy of their roles and highlight areas where responsibilities have expanded. Trade unions have also played an active role in supporting the process, providing assurance that revisions are fair, equitable, and legally compliant.

Recommendation 22

Review of Job Descriptions: It is recommended that ARA continues the review of job descriptions and concludes this exercise in 2026/27. This should include consultation with EAC/SAC on the potential budget impacts of this review and embedding a rolling three-year cycle thereafter. This will ensure all roles remain aligned with organisational priorities, legislative changes, and the skills required to deliver a modern, resilient roads service.

Modern Apprentices Training Programme

- 256.** ARA has invested in a structured Modern Apprenticeship programme to support succession planning and address the opportunities of an ageing workforce. Over the past decade, ARA has recruited 46 apprentices across a range of disciplines, including Roadworkers (27), Civil Engineering (17), and Electrical (2).
- 257.** Of this total, 13 apprentices are currently progressing through their training, with opportunities to achieve qualifications ranging from HNC to degree level. The remaining 33 apprentices have successfully completed their apprenticeships, with 28 securing permanent employment within ARA and five moving on to a similar role in another roads service. This equates to a conversion rate of 100%, significantly above typical public sector benchmarks, and highlights the effectiveness of the apprenticeship programme as a pipeline for skilled staff.

258. The impact of the initiative extends beyond entry-level recruitment. Several former apprentices have since advanced to Technical Officer and Team Leader positions, demonstrating that the programme is not only successful in filling immediate vacancies but also in cultivating long-term career pathways within the service. Staff engagement feedback reflected positively on the scheme, noting that it has helped to refresh the workforce profile and build resilience at a time when budget pressures have constrained external recruitment.
259. Overall, the Modern Apprenticeship programme represents a key strength of ARA's workforce strategy. By aligning investment in training with future operational needs, ARA has successfully balanced succession planning with opportunities for local young people, supporting both organisational sustainability and wider community outcomes.

Recommendation 23

Invest in Apprenticeships: Continue the Modern Apprentice and Technician opportunities, supported by structured mentoring, to ensure skills transfer and improve retention.

Recommendation 24

Trainee Roadworker Programme: Continue with the Trainee Roadworker programme, investing in the young workforce and providing the opportunity to bring a younger workforce into the roads operational team.

Staff Engagement

260. Staff engagement was a key component of the review, the feedback was gathered through surveys, workshops and informal consultations across ARA. The findings reveal a workforce that is experienced, committed, and deeply knowledgeable but also facing significant challenges.

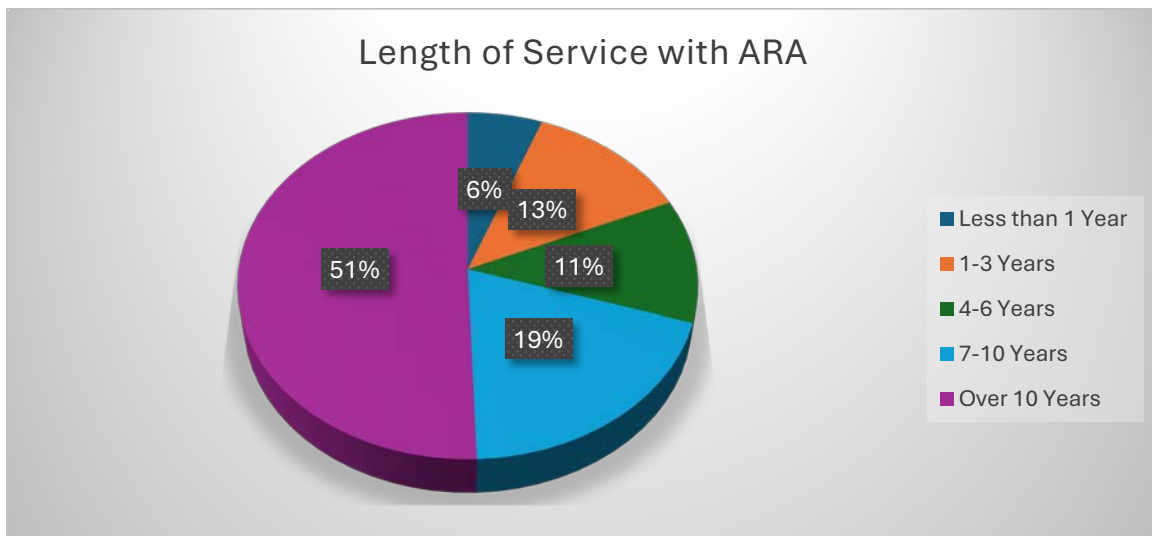
Staff Survey Analysis

261. This section presents a detailed analysis of the staff survey conducted within ARA, exploring employee perceptions of organisational performance, leadership, communication, and operational opportunities. The survey received 86 responses, representing 42% of the workforce with a broad cross-section of roles within the service.

Workforce Profile

262. A key strength of the survey was its broad reach across ARA's diverse workforce, which is reflected in Figure 12

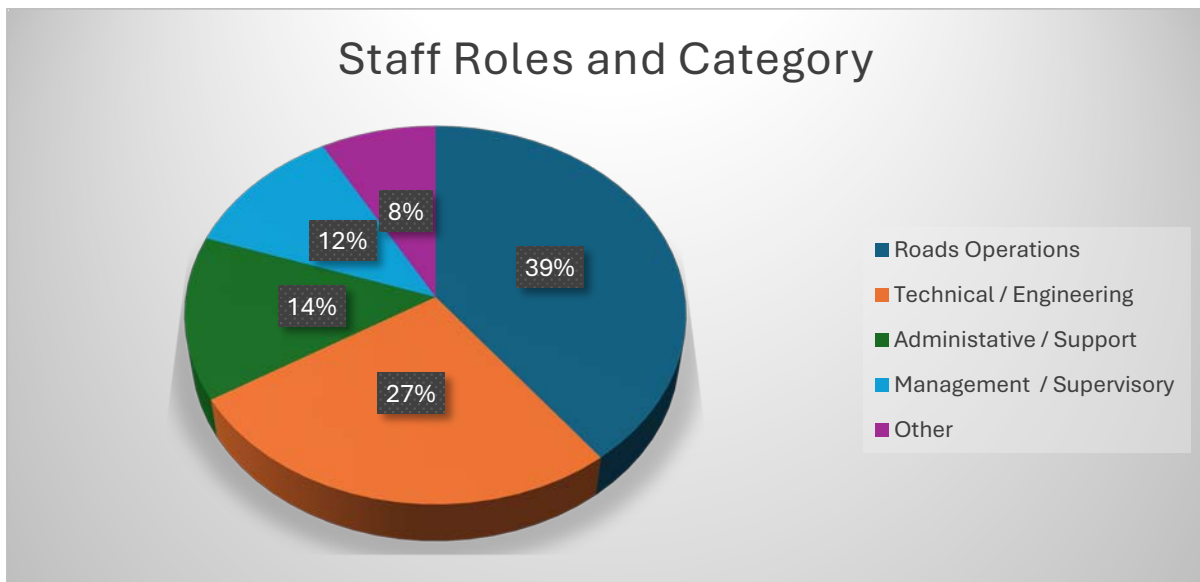
Figure 12 - Length of Service with ARA



263. Most respondents have significant experience, with most indicating that they had worked for ARA for more than 7 years.

264. Figure 13 gives an overview of staff roles. Roles include road operations, technical/engineering positions, administrative/support roles, management, or supervisory positions.

Figure 13 - Staff Roles and Category



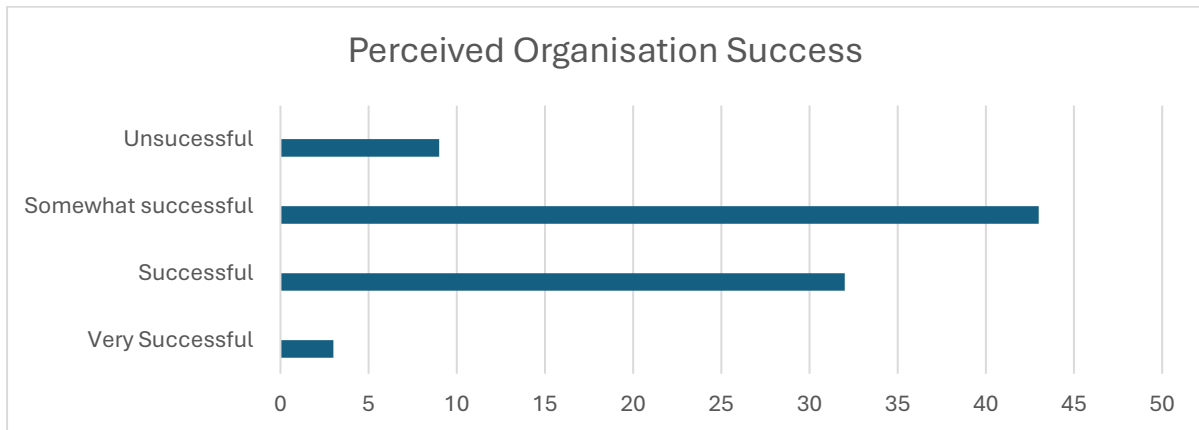
Awareness and Understanding of Organisational Goals

265. Staff’s understanding of ARA’s strategic direction was mixed. While most respondents indicated that they were either “familiar” or “somewhat familiar” with ARA’s goals. There was a small number of staff who were not aware of the service plan, particularly those in operational / technical roles. By introducing group sessions and adding to the monthly meeting agenda this will ensure that all staff receive the same communication and will help foster a better understanding of ARA’s goals.

Organisational Success Over 10 Years

266. When asked to reflect on ARA’s performance over the past decade, responses were varied; this is shown in Figure14. Most of the respondents acknowledged “some success” or rated ARA as “successful,”

Figure 14 - Perceived Organisational Success



267. Where staff indicated “somewhat unsuccessful” these views were linked to areas around cross-council collaboration, limitations in workforce planning, and the perceived lack of a shared vision., It is important to highlight that there are many areas within the service that do work across localities, for example, the Clerk of Works, roads operational, lighting and technical staff. There is evidence to support the idea that further development of this collaborative working within the service would be welcomed by employees.

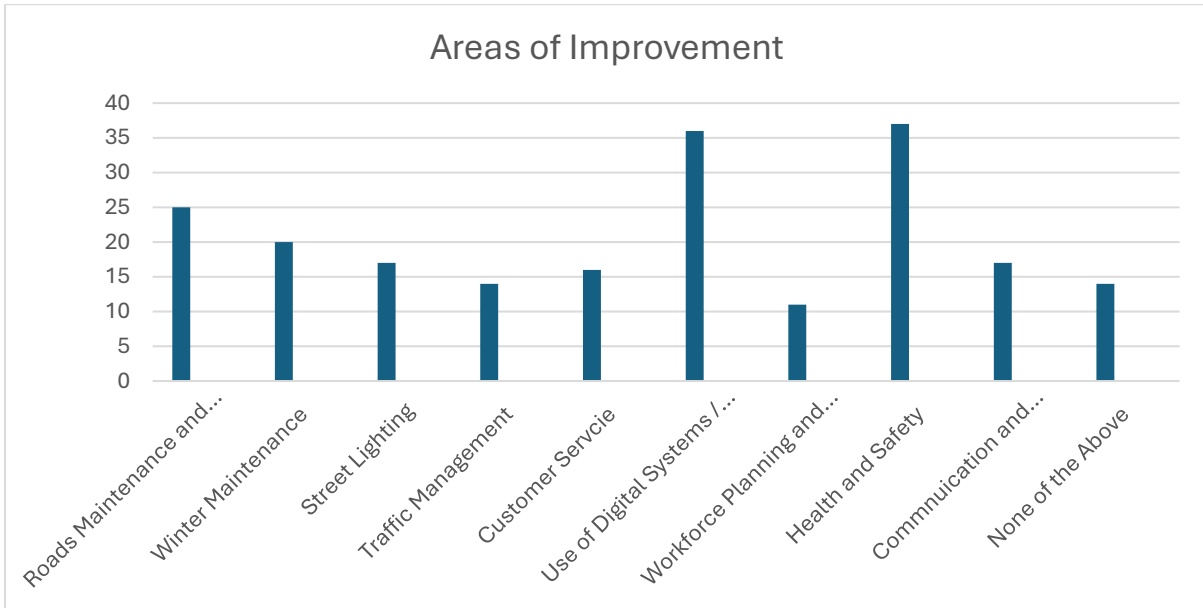
Quality of Service Delivery

268. The question of how well ARA delivers high-quality public services produced varied responses. The majority of staff noted that they felt that there was success. There were some staff that felt ARA could look at areas for improvement within roads maintenance. However, there was recognition of reducing budgets, reductions in numbers of staff and the ability to attract qualified roadworks when recruiting. This feedback underscores the importance of investing in workforce development and creating operational resilience.

Areas of Improvement and Decline

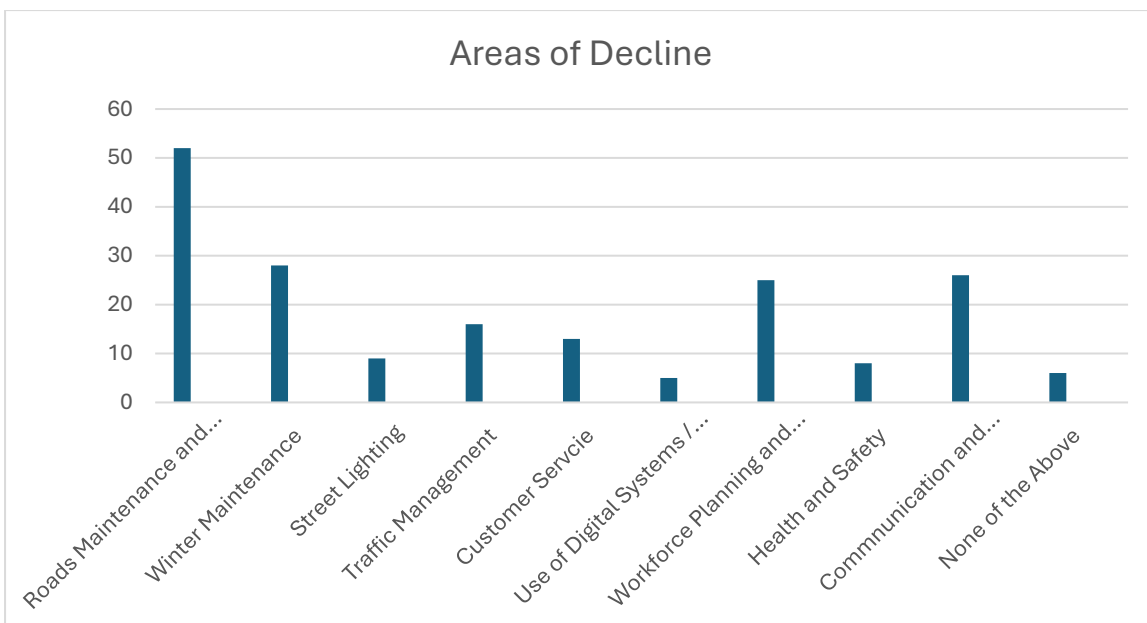
269. When asked to identify areas of improvement over the past 10 years, Digital innovation and systems were ranked highly with Digital technology such as RoadsOnline, WDM Asset Management System and Vaisala AI mentioned as having helped improve workflows, planning, and data accuracy. Health and Safety practices were also rated very highly. These are shown in Figure 15

Figure 15 - Areas of Improvement



270. Staff were asked to provide feedback on areas that they had not seen as much improvement and areas that could be looked at to improve the service moving forward. These areas are highlighted within Figure 16.

Figure 16 - Areas of Decline



- 271.** Road maintenance and resurfacing were highlighted as areas that could benefit from improvement, particularly investment in surface dressing. Workforce planning, communication, and engagement also emerged as key areas where they felt the service could continue to build on existing responsiveness.

Tools, Equipment, and Training

- 272.** Staff were asked whether they felt they had the necessary tools and training to do their jobs effectively. A significant number of staff, particularly those in engineering and support roles, indicated that they felt they had an extensive skill set to deliver within their role. The staff within the operational areas noted that while they had the required equipment to do their jobs, they advised that they sometimes have issues with equipment breaking and not working properly. This is an area that could be looked at with procurement to identify how this could be resolved.
- 273.** On training, responses were varied. While most of the workforce were positive in acknowledging that they had received vocational training or progressed through internal promotion, there were comments highlighting that additional training opportunities had been reduced in recent years.
- 274.** The consultation confirmed that all statutory and health and safety training continues to be delivered, ensuring that employees remain compliant with core operational requirements. The survey identified that there is a real opportunity and eagerness from the staff for wider training opportunities to allow upskilling and career development. There were also several suggestions that should be considered by the service in future planning, notably the introduction of a mentoring programme especially for new employees. It is important to note that the reduction in the non-mandatory training is in part due to the pressures on the budgets.

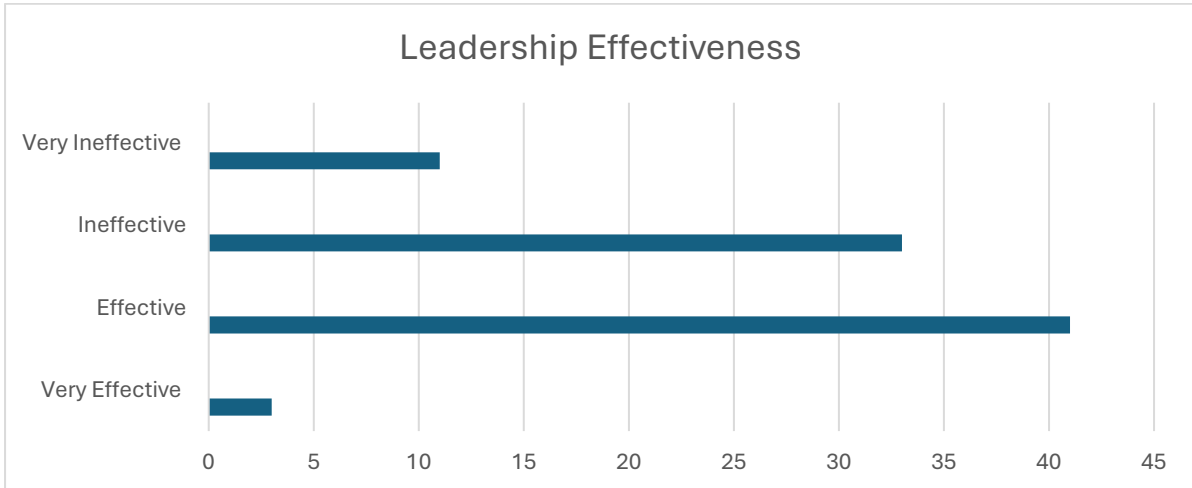
Leadership and Communication

- 275.** This area of the survey was well responded to by all staff, while there was an overwhelming acknowledgement that there was need to have a continued focus on both leadership and communication within operational areas to build on current strengths, the leadership within other areas such as business support and technical staff was rated high. A more noticeable leadership presence at times could further support the roads operational services. While the consultation also acknowledged the pressures on leadership to attend a significant number of meetings across both LAs.
- 276.** It is important to note that EAC agreed to the funding of an additional temporary Strategic Lead appointed within the service to assist with the demands on management. This, as the service moves forward, will ensure that management can be more visible within operational depots.

Recommendation 25

Strategic Lead: It has been recommended that the temporary Strategic Lead post currently funded by EAC only is made permanent with funding of the post coming from both EAC and SAC.

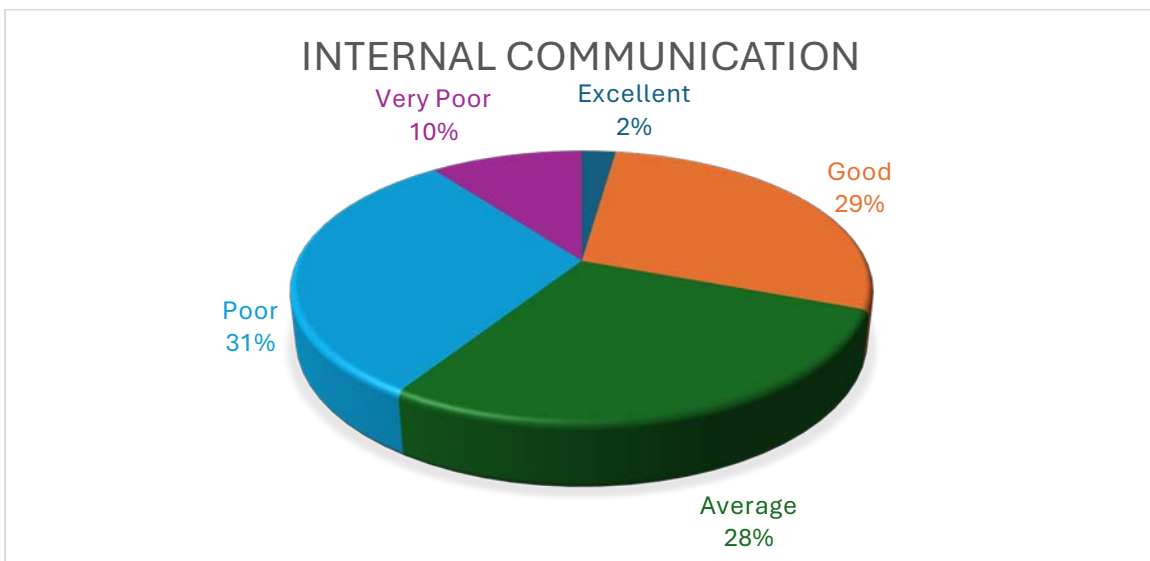
Figure 17 - Leadership Effectiveness



277. By creating a more visible presence within the depots and embedding a collaborative, transparent, and empowering culture. This will ensure long-term resilience of the Alliance.

278. Internal communication also drew a significant amount of feedback, and the results are shown in Figure 18. There was a split between the staff that worked in offices and technical roles who were very complementary of communication methods. However, the operational staff who do not have as much access to digital means of communication noted this as an area that could be improved.

Figure 18 - Internal Communication Rating

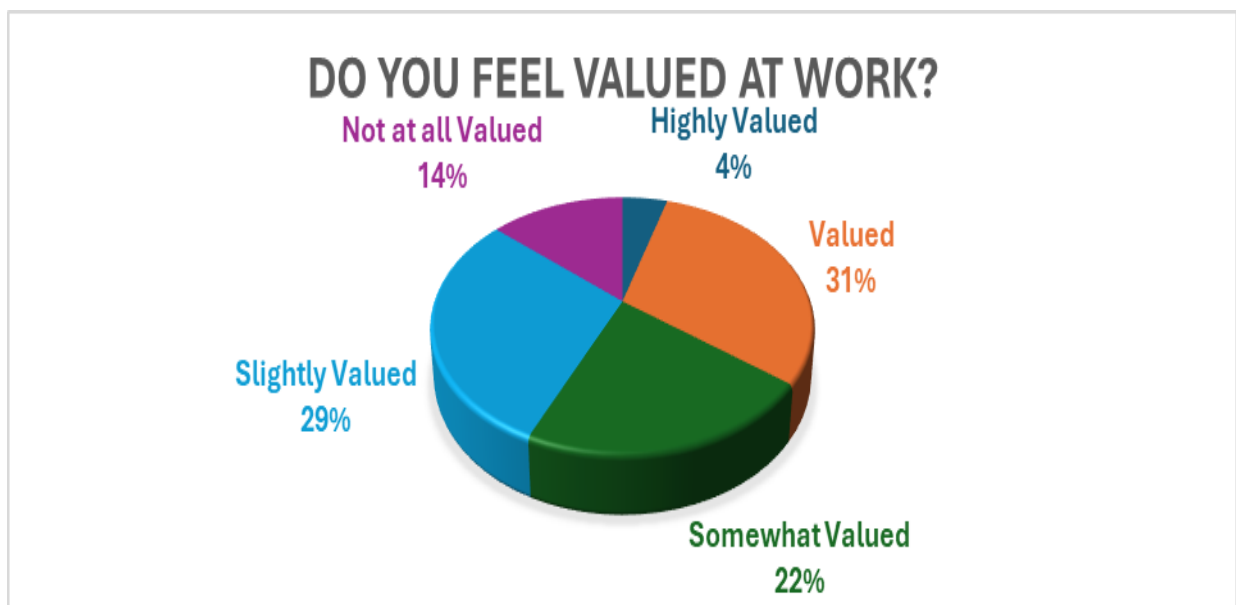


- 279. There was a positive response when asked for suggestions on how the service could improve. Operational staff advise that they would benefit from more regular team meetings and open forums where frontline staff could raise feedback directly with managers.
- 280. Overall while the charts present a mixed response, the comments and suggestions for improvement were optimistic as to how this could be changed moving forward.

Employee Engagement and Morale

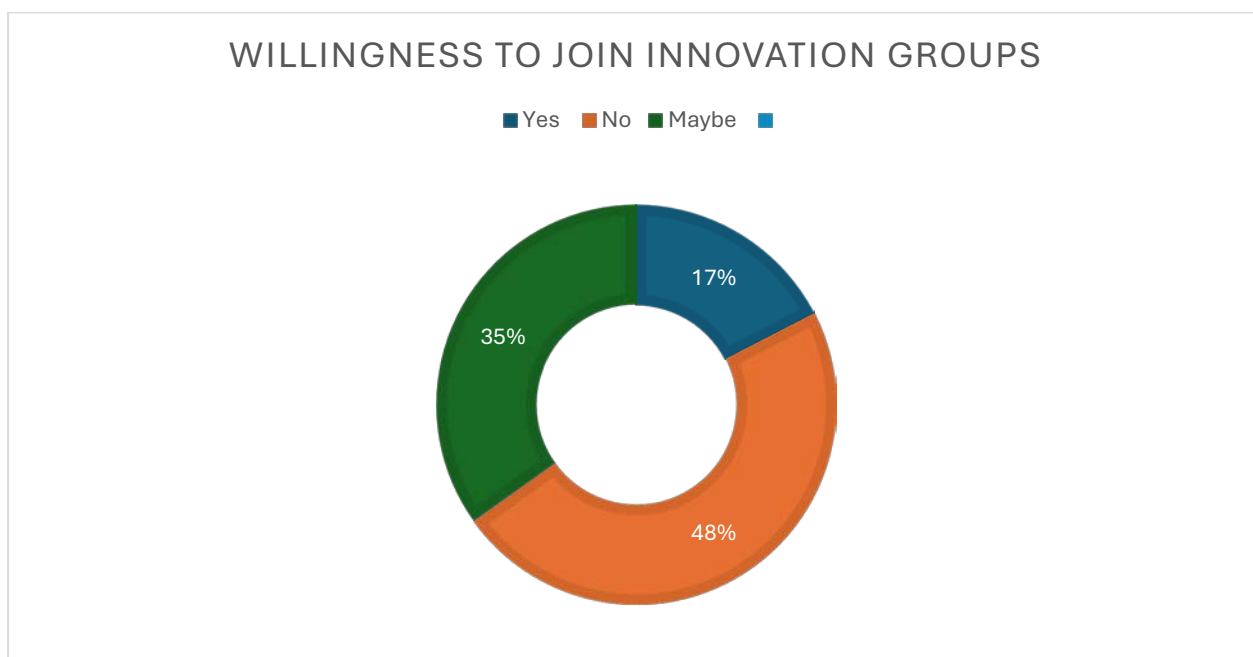
- 281. Staff Engagement and morale noted that nearly all staff felt valued. This is reflected in Figure 19.

Figure 19 - Do You Feel Valued at Work?



- 282. The survey results demonstrated that the majority of staff felt valued, which reflects the strong sense of pride and commitment evident throughout the consultation process. Office-based and technical teams reported positive experiences, noting that they feel recognised for their contributions and supported in their day-to-day roles.
- 283. Management expressed appreciation for the work operational staff undertake and the essential role they play in delivering frontline services across both councils. Some operational staff noted that there is scope for improved communication regarding their contribution on the network, however, the feedback clearly shows a workforce engaged, dedicated, and motivated to deliver high quality services. In addition, there has been a significant number of staff within technical roles that have progressed within the service. The responses indicate that there is hesitation for participation in working groups to assist with innovative projects, or service redesign activities highlighted in Figure 20. It is important to highlight that there has been significant engagement with the workforce using focus groups such as implementing the digital innovation for creating the RoadsOnline module. Staff engaged positively and felt that their views had been considered when developing the system.

Figure 20 - Willingness to Join Innovation Groups



284. Work-life balance was generally rated positively, with many staff indicating they could manage personal and professional commitments. While there was a positive response to the flexibility in working arrangements, there was also constructive feedback on where compressed hours could be improved going forward.

Perceptions of Progression and Development

285. When asked about opportunities to grow and develop within ARA, responses were mixed. There was a significant number of staff who reported that they had been promoted or received training that led to new roles. Some of the examples were progression from roadworker to coordinator or from clerical assistant to senior clerical assistant. There were some staff who felt that there were limited progression opportunities. There were a significant number of respondents who praised vocational training and noted that internal posts were advertised and available to apply for. There is always scope for improvement, and ARA should look to support talent, especially within the roads operational teams going forward.

Priorities, Opportunities and Opportunities for the Future

286. When asked to identify the key priorities for ARA over the next 5–10 years, the main recurring theme related to budget, recruitment of skilled workers, and resource allocation. There was a general concern that without investment in operational staff, the service was limiting its ability to expand. There was an appetite for continued development around digital innovation as well as restructuring teams for greater local accountability, and improved engagement with communities to enable stronger local knowledge and responsiveness.

Summary of ARA Staff Survey

287. In summary, the ARA staff survey highlights several areas the workforce highlighted positively. These included digital innovation career progression and the modern apprentice programme where ARA had made a real impacting change. There was also a positive acknowledgement about how they felt their roles have contributed to the achievements of ARA so far. The feedback also highlighted that ARA senior leadership can continue to improve communication, particularly with the operational staff. The findings suggest that ARA has made an impact with its move towards digital technology and has embraced change within its office-based staff and technical teams. There is continued scope to strengthen its position with frontline operational staff to ensure a more empowered and inclusive culture as it moves forward into the next phase.

Staff Workshops

288. As part of the review process, a series of staff workshops were held to gather views on service delivery, workforce development, and future priorities. These sessions provided a valuable platform for open dialogue, with staff actively contributing ideas on how the Service can continue to evolve and improve.

289. Feedback highlighted pride in the achievements of the Alliance over the past decade, particularly the resilience shown in delivering services despite financial constraints. Staff recognised the benefits of collaborative working. The investment in digital tools and the improvements in operational efficiency. Many also noted the opportunities created through joint working with partner services and the scope for further innovation.

290. Workshops also identified areas where the Service could continue to strengthen, including improving internal communications, expanding training and development pathways, and reviewing the existing arrangements between local and strategic delivery relating, in particular, to financial recharges and cross council accounting processes. Staff noted that it can take a significant amount of time for recharges to be processed, leading to delays in reconciling budgets. This delay increased the difficulty in managing budgets effectively and can create short term financial pressures for the service. A strong emphasis was placed on the importance of workforce renewal, developing clear succession plans, expanding apprenticeship opportunities, and investing in upskilling to ensure that future skills requirements are met. Staff were particularly supportive of initiatives that would attract and retain young people into the Service, recognising that this would help safeguard long-term resilience.

291. These discussions reinforced the commitment of staff to supporting both Councils' priorities and highlighted their desire to contribute to a clear and sustainable future vision for the Alliance.

Recommendation 26

Digital Technology: Continue investing in digital systems to reduce time spent on administrative tasks and free up Officers' time to focus on project delivery.

Recommendation 27

Link Workforce to Strategic Priorities: Ensure that staffing structures align with future opportunities such as climate change, decarbonisation, and digital transformation, so that ARA is equipped to deliver on both local and national priorities.

Recommendation 28

Staff Workshops: Going forward, staff workshops should be embedded as a regular feature of service development. This will ensure the workforce remains engaged, empowered, and aligned with organisational goals, while also providing a structured channel for innovative ideas and practical solutions to be fed directly into strategic planning. In addition, workforce renewal should be a recurring theme within these sessions with a focus on continued succession planning, apprenticeship pathways, and upskilling opportunities to strengthen the Service's capacity to deliver sustainable outcomes over the next decade and beyond.

Summary and Conclusions

- 292.** The workforce remains one of ARA's most critical assets, underpinning the delivery of services and achievement of strategic priorities. ARA's workforce is experienced, committed, and demonstrates strong pride in service delivery across all service areas. The Modern Apprenticeship programme, achieving a 100% conversion rate, represents a significant success in workforce renewal, skills development, and local employment retention.
- 293.** The views of staff are important, with meaningful engagement supporting employee morale and retention, ensuring ARA is positioned strongly to adapt to change and continue delivery of high-quality services.
- 294.** Workforce challenges remain, including recruitment pressures in specialist roles and increasing statutory responsibilities. However, these risks are well understood, and the Service is actively addressing them through targeted recruitment, training, succession planning, and improved internal communication.
- 295.** While reductions in management and technical posts have supported cost savings, future workforce planning is well placed to ensure that service resilience is not undermined. In particular, Roads Maintenance, Parking, Traffic, and Street Lighting teams require capacity to manage growing statutory duties and community expectations.
- 296.** A structured approach to workforce planning and career pathways will further strengthen resilience and sustainability over the next decade.

Section 8: Performance and Benchmarking

297. ARA manages a diverse portfolio of road assets across East and South Ayrshire, including over 2,400km of carriageways, 2,000km of footways, nearly 1,000 structures, and more than 42,000 streetlights. This scale of responsibility highlights the importance of robust performance management to ensure value for money, efficiency, and public accountability. Asset management is closely aligned to each Council's wider strategies, with priorities focused on safety, accessibility, climate resilience, and supporting local economies.

Road Condition and Asset Performance

298. Table 15 gives a summary of the inventory for both EAC and SAC.

Table 15 - Inventory as of 31st March 2025

Asset Type	Units	East Ayrshire	South Ayrshire	Total
Carriageway	Km	1,233	1,183	2,416
Footways & Footpaths	Km	1,050	945	1,995
Street Lighting Columns	No.	21,675	20,590	42,265
Illuminated Signs & Bollards	No.	1,384	1,053	2,437
Structures	No.	618	371	989
Retaining Walls	Km	7	3	10
Cattle Grids	No.	11	34	45
Traffic Signals (sets)	No.	99	94	193
Zebra Crossings	No.	27	0	27
Variable Message Signs	No.	123	45	168
Vehicle Activated Signs	No.	156	60	216
Real-Time Passenger Information	No.	67	50	117
Gullies	No.	27,125	25,402	52,527
Grit Bins	No.	760	284	1,044
Weather Stations	No.	3	1	4
Harbours	No.	0	1	1
Protected Shoreline	Km	0	24	24
Public Car Parks	No.	47	38	85
EV Dual Charging Points (public)	No.	63	36	93

299. The Road Condition Indicator (RCI) data in Table 16 shows East Ayrshire has steadily improved, moving from the third quartile nationally in 2019/21 to the second quartile by 2023/25. South Ayrshire, while starting above the national average, has faced greater legacy opportunities and remains in the third quartile, though recent data suggests improvement. Both Councils now sit close to the Scottish average, with targeted investment needed to close the gap with higher-performing authorities.

Table 16 - RCI 2019/20 - 2023/25

Year (2-year rolling)	East Ayrshire RCI	South Ayrshire RCI	Scotland Avg RCI	EAC vs Avg	SAC vs Avg	EAC Quartile / Rank	SAC Quartile / Rank
2019/21	36.8%	40.9%	35.5%	+1.3	+5.4	Q3 / 22 nd	Q4 / 27 th
2020/22	33.8%	39.0%	34.2%	-0.4	+4.8	Q3 / 18 th =	Q4 / 27 th
2021/23	33.5%	37.4%	33.6%	-0.1	+3.8	Q3 / 20 th	Q4 / 26 th
2022/24	33.0%	35.0%	34.1%	-1.1	-0.9	Q3 / 18 th	Q3 / 24 th
2023/25	31.7%	34.0%	34.7%	-3.0	-0.7	Q2 / 12 th	Q3 / 20 th

300. The Scottish Roads Maintenance Condition Survey (SRMCS) provides an objective measure of carriageway condition across all LAs, identifying the percentage of the network that may require maintenance. It is important to note that a higher percentage within the RCI table represents a greater proportion of the road network assessed as requiring maintenance. A lower percentage reflects improved conditions and a reduced maintenance backlog.

301. Analysis of the RCI data for the five-year period shows that both EAC and SAC have achieved gradual improvements in the condition of their respective networks. EAC's RCI reduced from 36.8% in 2019-20 to 31.7% in 2023-25, while SAC's figures improved from 40.6% to 34.0% over the same period. These positive trends demonstrate that targeted capital investment and data driven asset management have contributed to stabilising and enhancing network conditions. However, with capital allocations reducing in recent years and the pause in surface dressing programmes since 2021-22, there is a risk that progress may plateau or reverse if investment levels are not maintained. Continued emphasis on preventative maintenance and strategic asset management will be essential to preserve network quality and deliver long term value for money.

Competitive Benchmarking

302. ARA uses multiple benchmarking frameworks to test performance and drive improvement:

- **APSE Performance Network:** Provides annual comparisons of cost, quality, and productivity against UK Councils with similar profiles. ARA consistently outperforms defect response times, winter service efficiency, and inspection compliance.

- **SCOTS:** Focuses on technical indicators including carriageway conditions, lifecycle performance, and asset management practices.
- **LGBF (Local Government Benchmarking Framework):** Published annually by the Improvement Service, this compares all 32 Scottish Councils across cost and satisfaction indicators.
- **APSE / SCOTS Benchmarking:** Benchmarking through the APSE and SCOTS provides an independent assessment of ARA’s performance relative to other local authorities. These frameworks offer a robust evidence base, using nationally recognised performance indicators and cost comparisons to evaluate efficiency, effectiveness, and service quality. Participation in APSE and SCOTS benchmarking enables ARA to:
 - Compare service delivery outcomes with a wide range of peer authorities
 - Identify strengths and areas for improvement based on data
 - Demonstrate value for money and accountability to Elected Members and communities
 - Support continuous improvement by highlighting innovative practice across the sector

303. Benchmarking is particularly valuable in evidencing the benefits of the shared service model and addressing stakeholder feedback around transparency. It also complements internal performance monitoring by providing an external reference point for service standards, costs, and outcomes.

304. The following analysis highlights ARA’s benchmarking results with the full APSE report at Appendix 3, identifying trends in performance, highlighting areas where the service is performing strongly, and pinpointing aspects where further improvement is required to match or exceed national averages. Table 17 demonstrates the Performance of ARA for 2023/2024.

Table 17 - APSE/ SCOTS Benchmarking Results (2023-24)

Area	Indicator	East Ayrshire (EAC)	South Ayrshire (SAC)	Scottish Average / Commentary
Customer Service	% enquiries closed in target time	90.2%	89.3%	Both outperform Scottish average (79%); upper quartile nationally.
	% FOI requests closed in time	98%	96%	Both exceed national average, showing strong responsiveness.
Defect Response	% emergency defects Priority 1s made safe within target	83%	100%	SAC top nationally; EAC falls slightly below the average (~87.65%).
	% safety inspections	99.6%	94.9%	Good compliance for both Councils.

Area	Indicator	East Ayrshire (EAC)	South Ayrshire (SAC)	Scottish Average / Commentary
	completed on time			
Winter Service	Cost per km precautionary salting	£7.83	£8.99	Well below Scottish mean (~£19/km), demonstrating efficiency.
Footways	% Cat 1 defects made safe within time	83.3%	100%	SAC consistently highest compliance; EAC slightly below average (84.65%).
Carriageways	% network requiring maintenance	31.7%	34.0%	Both below Scottish average (34.7%), indicating improving trend.
Structures	% principal inspections on time	100%	100%	Inspections phased over a 6-year period and are on track.
	% general inspections on time	100%	100%	Both exceed national mean, indicating robust inspection regimes.
Street Lighting	% repairs completed within 7 days	93.5%	90.5%	Both upper quartile; faster than national average of 7 days (3–4 days).
	Energy consumption per streetlight (kWh)	185.55	157.19	SAC lower, reflecting advanced LED rollout.
Overall Satisfaction	% satisfied with road services	12.5%	15.4%	Both below Scottish average (20%), typical of rural Councils under budget pressure.

- 305.** Both Councils generally outperform Scottish and family group averages on defect response times, winter maintenance compliance, and asset inspection delivery.
- 306.** Service satisfaction remains below national averages, but consistent with other Scottish rural authorities facing financial pressures.
- 307.** SAC's performance in key areas (emergency repairs, Cat 1 defects on footways, first-time fixes) is often at the top end nationally, whereas EAC's results show steady year-on-year improvement.
- 308.** Street lighting energy consumption and repair speed for both Councils are industry-leading and reflect the benefits of ARA's shared service model and investment in LED.

Local Government Benchmarking Framework (LGBF)

309. The LGBF provides a nationally consistent set of indicators published annually by the Improvement Service, enabling comparisons across all 32 Councils. For roads and transport, the main indicators cover cost per kilometre, road condition (by class), and satisfaction with roads. Performance in 2023 / 24 is summarised in Table 18 below:

Table 18 - LGBF Roads Performance 2023-24

Indicator (LGBF)	East Ayrshire (EAC)	South Ayrshire (SAC)	Scottish Average	Commentary
Cost of road maintenance per kilometre (£000s/km)	£9.99k	£8.55k	£11.54k	Both below the national average, reflecting that ARA have less to spend on roads maintenance due to budget pressures
% of A-class roads in acceptable condition	86%	84%	88%	Slightly below average, though EAC shows year-on-year improvement.
% of B-class roads in acceptable condition	77%	72%	78%	SAC is behind the national average, while EAC is close to benchmark.
% of C-class roads in acceptable condition	69%	66%	72%	Both Councils are below average, highlighting legacy maintenance backlogs.
% of Unclassified roads in acceptable condition	63%	61%	66%	Consistent with Scottish trend of weaker performance in local/unclassified networks.

Indicator (LGBF)	East Ayrshire (EAC)	South Ayrshire (SAC)	Scottish Average	Commentary
Customer satisfaction with roads (% satisfied)	12.5%	15.4%	20%	Both below national average but typical of rural authorities where asset legacy issues dominate.

310. The LGBF results highlight ARA’s efficiency and cost-effectiveness, with both Councils delivering road maintenance with less investment per kilometre than the national average. However, road conditions across A, B, C, and unclassified road classes remain slightly below national benchmarks, particularly C class and unclassified roads. This can be attributed to the decrease in investment in carriageways over the last few years, as evidenced within the budget section of this report which has meant that investment has had to be prioritised towards our more heavily trafficked, higher speed A and B class roads. As also noted in the APSE/SCOTS data, customer satisfaction is lower than average, aligning with national patterns for rural Councils, reinforcing the need for visible improvement in surface condition and drainage. These findings confirm that while ARA is cost-efficient, it faces continuing challenges in meeting public expectations of road quality.

Customer and Community Satisfaction

311. ARA monitors customer enquiries, complaints, FOI requests, and public liability claims. Both Councils consistently achieve strong performance on enquiry resolution and FOI turnaround. However, satisfaction with road conditions highlights an area for improvement. Stakeholders regularly cite potholes and drainage, which mirrors LGBF findings and reinforces the importance of visible improvements and clear communication with communities.

312. The information below provides an insight into the volume of enquiries received by ARAs Business Support team on an annual basis.

313. The number of phone calls received by Ayrshire Roads Alliance in 2024 are within Table 19

Table 19 - Total Number of Calls Received by Business Support 2024

Type of Call	No of Calls
ARA (Generic)	11,991
ARA (Lighting)	1,180
ARA (Potholes)	1,672
ARA (EAC School Transport)	3,774
TOTAL	18,617

314. The number of complaints received in 2024 are within Table 20.

Table 20 - Complaints Received 2024

Stage one complaints	
East	14
South	14
Stage two complaints	
East	2
South	4

315. The number of Freedom of Information Requests received in 2024 are in Table 21.

Table 21 - FOI Requests 2024

Freedom of Information	
East	176
South	229

316. The number of accident claims received in 2024 are in Table 22.

Table 22 - Accident Claims - 2024

Accident Claims	
East	73
South	66

Applications

317. The volume of applications that ARA process on a yearly basis is significant and is detailed within Table 23 evidencing the workload that the teams manage on a daily basis.

Table 23 - Applications Processed in 2024

Application	East	South	No of Officers
Traffic			
Temporary Traffic Regulation Orders	482	387	One Officer across ARA manages all TTRO's. This has been possible due to the new digital TTRO system. Previously there were 4 Officers across East and South
Traffic Signal Permit	572	628	One Officer across ARA. This has been possible due to the

Application	East	South	No of Officers
			new online system. Previously there were 2 Officers across East and South
Roads Construction Consent	7	7	2 Officers across ARA
Disabled Bays	84	94	2 Officers across ARA
Roads Maintenance Unit			
Grit Bin Applications	34	6	2 Officers
Asset Management			
Skip Permits	161	175	One Officer across ARA
Road Occupation Permits	54	73	
Section 109 Permits	33	15	
Scaffolding Permits	39	33	
Street Cafe Permits	5	3	
Design			
Abnormal Loads	2,407	1,747	2 Officers across ARA

- 318.** The volume of applications that are received into the teams demonstrates the high level of service that the Officers are providing, as all applications are processed within timescales. The Digital technology - RoadsOnline has proactively provided assistance to the officers, and it is anticipated that future modules can be developed for processing Disabled Bay Applications, TRO's and all types of permits including skip, scaffolding and road opening.
- 319.** Potholing is reported through the Portal via the ARA website, allowing the Roads Maintenance Team to take the necessary action. The portal interfaces directly with the WDM Asset Management system, allowing any reported defects to be automatically passed to the correct Clerk of Works who will inspect and categorise the defect accordingly and pass to the relevant Depot for action. This represents another key example of digital innovation within ARA, streamlining workflows, improving data accuracy and enhancing overall service delivery.
- 320.** The service also reacts daily to severe weather, road traffic accidents and other police incidents.
- 321. Key Benchmarking Insights**
- **Strengths:** High compliance in safety inspections, strong defect response, efficient winter service, and leading performance in street lighting repairs and energy efficiency.
 - **Weaknesses:** Public satisfaction below national averages; lower road conditions on C-class and unclassified road networks.

- **Opportunities:** Build on digital reporting, expand LED investment, target improvements in bridge inspection and planned maintenance, and use LGBF data to better explain cost drivers to the public.
- **Threats:** Ongoing external factors - rising material costs, climate-related disruption.

Benchmarking Overview

- 322.** Benchmarking continues to be the cornerstone of performance management within ARA enabling comparison against national indicators and similar LAs to identify strengths and areas for improvement. The review of recent benchmarking data demonstrates that ARA continues to perform strongly in key areas particularly in bridge inspection compliance, road safety and digital service accessibility.
- 323.** The LGBF indicators show that ARAs performance on maintaining carriageway condition remains broadly in line with the Scottish average despite the budget reductions across both LAs. The RCI has shown some small improvements over the past two years, however, as noted within the Capital spend section, this trend is not expected to continue if investment levels remain constrained. Continued prioritisation of resurfacing and preventative maintenance will be required to maintain asset quality and control long term maintenance backlog.
- 324.** In relation to customer facing services, the most recent data from the applications portal highlights a marked increase in both processing efficiency and user satisfaction. The introduction of digital platforms has reduced turnaround times provided real time status updates for staff. Importantly, the portal now interfaces with WDM ensuring that applications' data automatically feeds into asset records. This represents another significant digital innovation within ARA improving accuracy, auditability and workflow efficiencies.
- 325.** Customer satisfaction results have remained positive. This reflects improved communication through faster response times and greater use of online services. The volume of complaints has declined slightly over the review period with the majority relating to road surface condition and timescales for defect repairs issues consistent with reduced capital investment.

Summary and Conclusions

- 326.** Overall, performance and benchmarking evidence confirms that ARA performs well against national comparators in the area for compliance, customer service and digital innovation and continues to deliver strong outcomes despite a challenging financial environment.
- 327.** ARA performs strongly across a wide range of operational indicators, consistently meeting or exceeding national and family group benchmarks. Key areas of strong performance include:

- Winter maintenance compliance
- Defect response times
- Operational resilience during severe weather events
- Adoption of digital tools to support inspection, reporting, and customer communication
- Continued investment in data-driven asset management, digital systems, and workforce capability will further enhance performance and service outcomes.

Section 9: Stakeholder Engagement

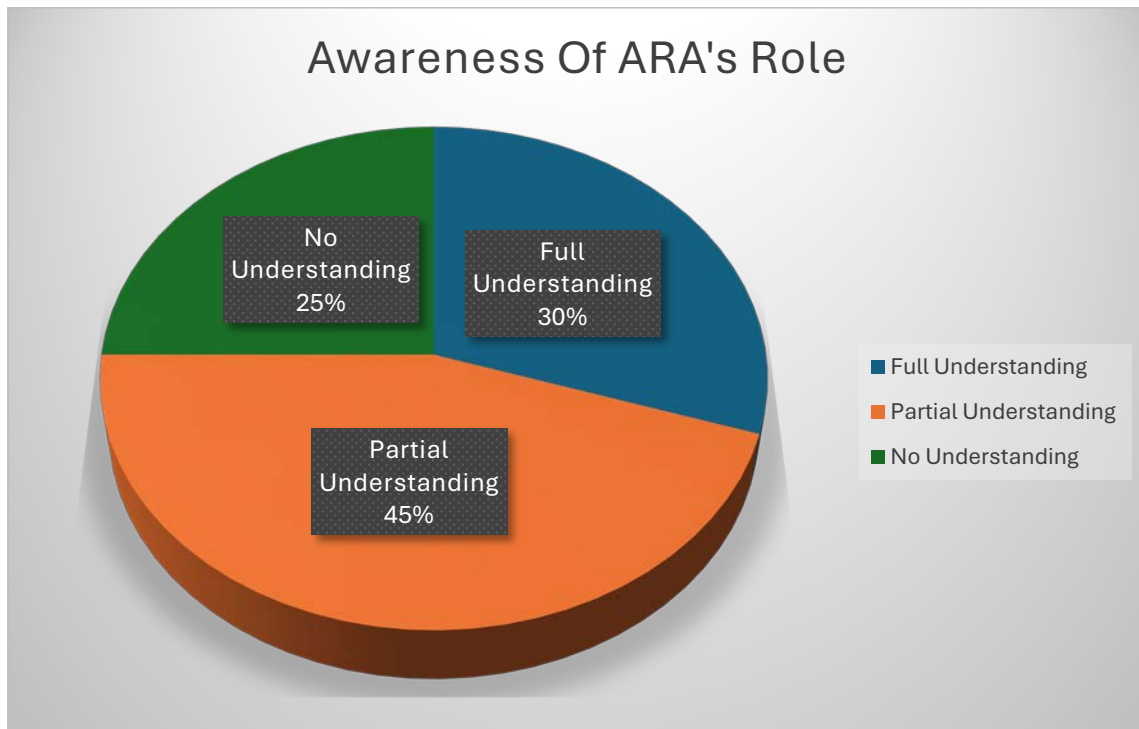
- 328.** Consultation and engagement formed a core element of the 10-year review, actively ensuring that the views of communities, Elected Members, and partner services were captured. A wide range of stakeholders responded including:
- Community Councils and local residents
 - Elected Members and Members of Parliament
 - Officers from related Council service areas
- 329.** This process proactively provided valuable insight into how both customers and stakeholders perceive service delivery across ARA. Feedback was comprehensive, covering areas for improvement, satisfaction with service quality, governance, and future priorities.
- 330.** Overall, the findings revealed mixed opinions. Stakeholders recognised ARAs achievements in delivering efficiencies and major projects, and improvement areas were identified particularly road conditions. There were areas which attracted a lot of positivity, and they were in street lighting and road safety where stakeholders indicated that these areas were performing well.
- 331.** The consultation showed that stakeholders would like to see greater investment in roads maintenance and more engagement with local communities. Staff engagement reinforced these themes, emphasising opportunities around workforce resilience and succession planning. There is also a mindset to explore innovation in relation to delivering a modern, responsive roads service.
- 332.** The following subsections set out the findings from stakeholder engagement in more detail, illustrating how the feedback aligns with the SWOT analysis in Section 10 of the review.

Stakeholder Engagement

Awareness and understanding of ARA

- 333.** Community feedback from Community Councils and residents were mixed while some clearly recognised ARA as a shared service, others noted there could be a better understanding and clarity of the services that ARA provide particularly when contact is made directly with East and South Ayrshire Councils. Elected Members echoed this, highlighting constituents were likely to report issues on the network to the Councils rather than directly to ARA and this can have an impact on the response times from ARA. Figure 21 shows the breakdown across both community and elected member feedback. This highlights that there is still work to be done on the branding and communication of ARA's distinct identity.

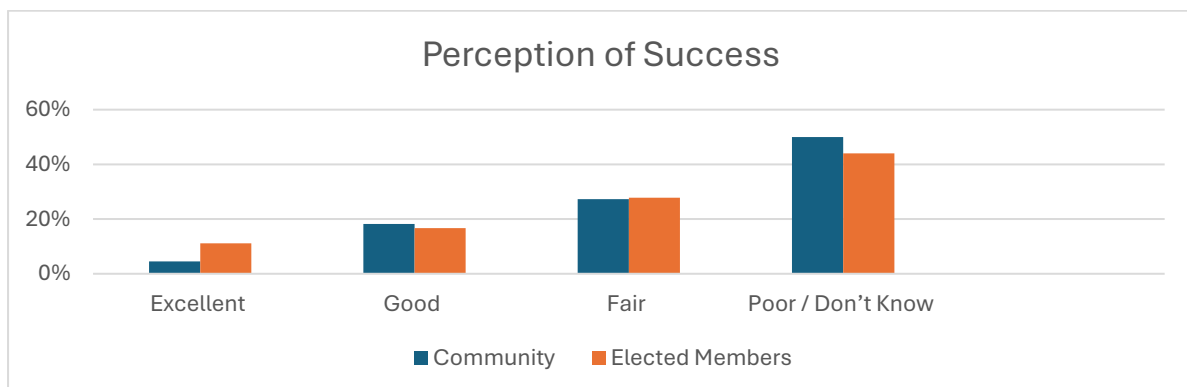
Figure 21 – Awareness of ARAs Role



Perceptions of Organisational Success

334. Elected Members praised ARA’s ability to deliver efficiencies under constrained budgets and highlighted successful major projects such as active travel schemes and flood defences. Community respondents valued these initiatives but noted that there could be improvements in road conditions. The results of this are shown in Figure 22.

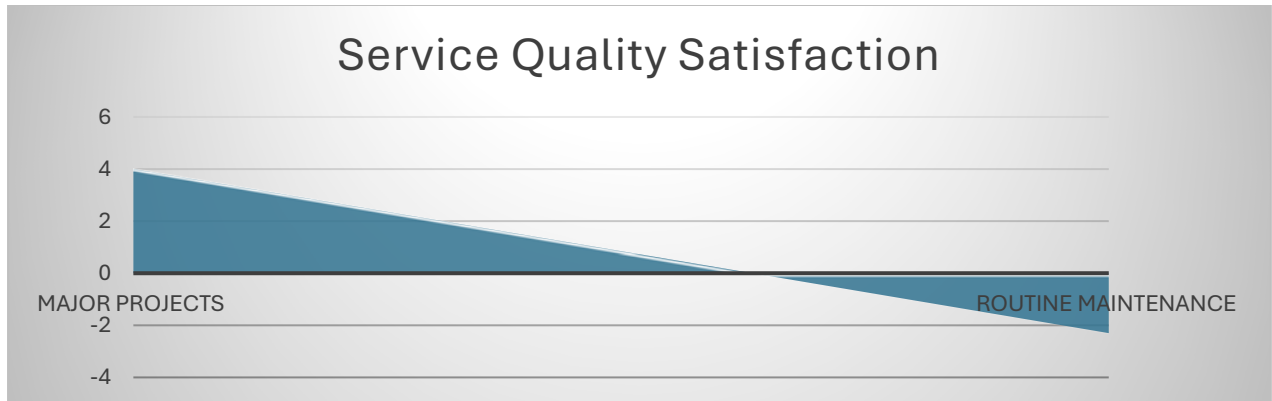
Figure 22 - Perception of Success



Quality of Service Delivery

335. Feedback on service delivery was varied and is included in Figure 23. In this section with major events such as the Golf Open and Ayr Show receiving a significant amount of praise noting that these were well organised and managed. The common theme of road conditions and maintenance were identified as areas for improvement by both the Community Councils and the Elected Members.

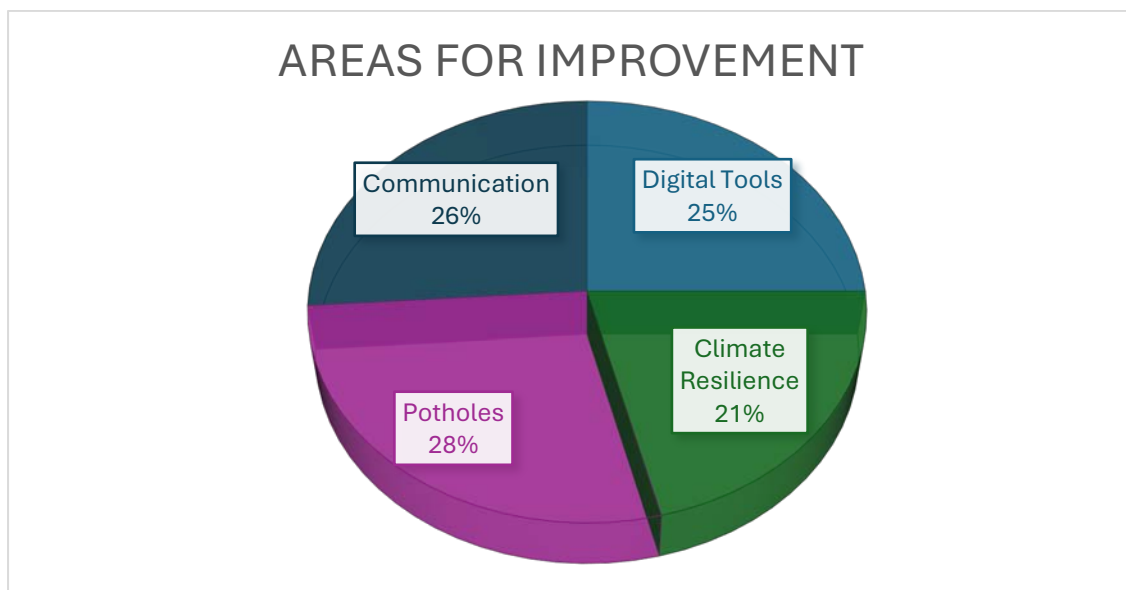
Figure 23 - Service Quality Satisfaction Trends



Areas of Improvement and Decline

336. Stakeholders acknowledged the significant progress in digital reporting (e.g. Roads Online), regional collaboration, and climate change measures. Areas for improvement were centred around the common themes of road surface quality, communication, digital and climate resilience. There was also an appetite to increase the level of public communication and a quicker turnaround relating to corporate enquiries these are noted within Figure 24.

Figure 24 - Areas for Improvement



Leadership, Governance and Communication

337. Both Community Councils and Elected Members provided feedback about ARA's leadership visibility and governance transparency. The results on governance are within Figure 25 and Leadership within Figure 26. Feedback from members included praising leadership dealing with the challenges of operating across two LAs, they did note that an induction document for new members to gain a better understanding of the Leadership and Governance around ARA would be highly beneficial. Community Councils appreciated the work being carried out in their areas but would appreciate more involvement and engagement in decision making that related to their areas going forward.

Figure 25 - Governance Rating

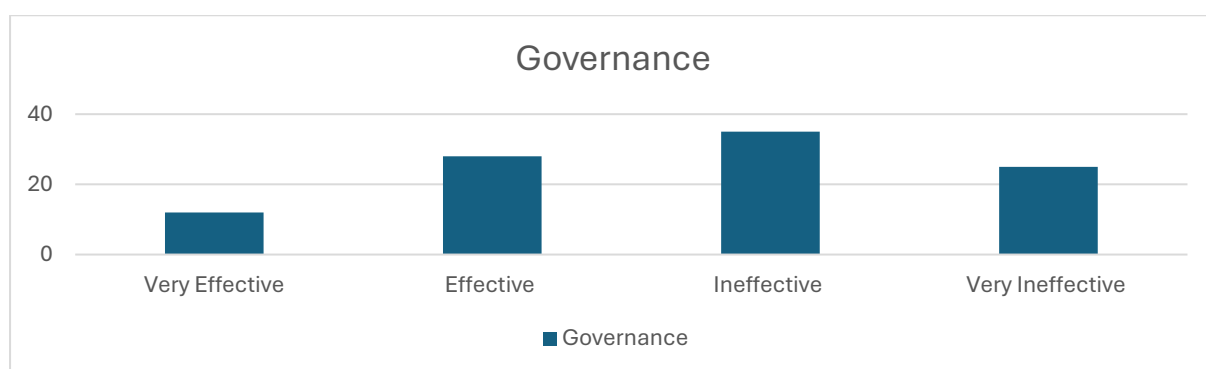
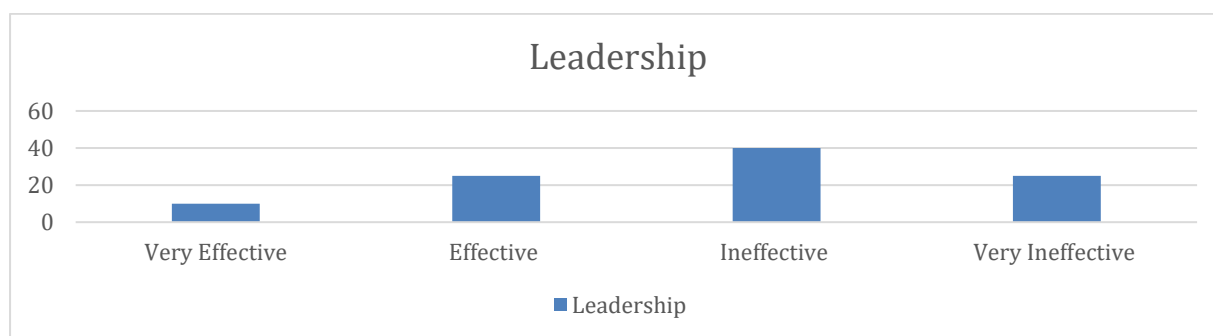


Figure 26 - Leadership Rating

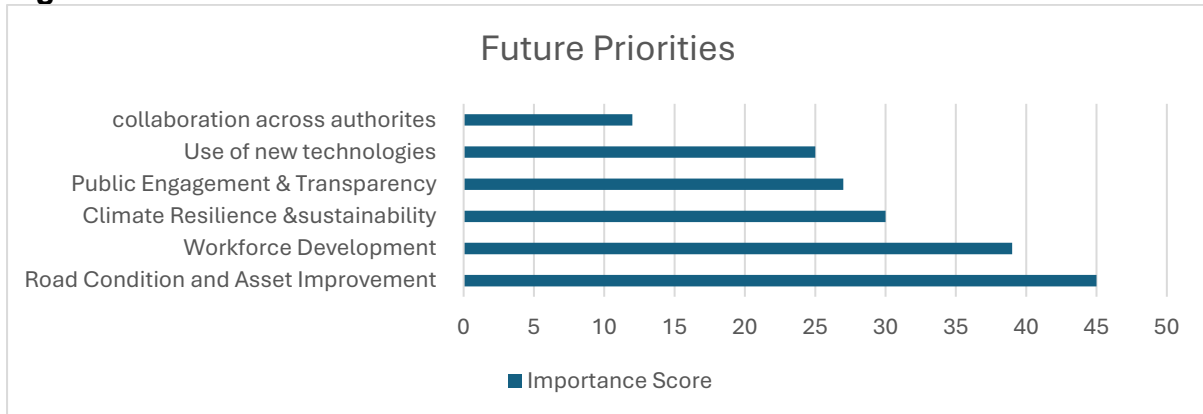


Future Priorities and Opportunities

338. Across the Elected Members and community groups, the following priorities emerged. These are shown in Figure 27:

- Investment in maintenance (roads, footways, drainage) to improve road condition and asset improvement.
- Workforce development and recruitment.
- Climate change and decarbonisation (with Elected Members focusing on funding; communities emphasising flood defences).
- Improved communication and visibility of works.
- Greater local accountability and engagement with Community Councils.

Figure 27 - Future Priorities



339. The review of staff and stakeholder feedback highlights a strong sense of commitment to the shared service model and recognition of the progress achieved over the past decade. Both staff and external stakeholders acknowledged that ARA has delivered tangible benefits in terms of efficiency, resilience, and innovation, even in the face of ongoing financial pressures. The following provides a summary of the key findings and themes from consultation.

- Positive Impact of Collaboration** - Feedback consistently emphasised the value of collaboration both between East and South Ayrshire and with wider partners. Stakeholders noted the improvements in service resilience through shared resources, while staff welcomed opportunities to work alongside colleagues from different disciplines, particularly during high-demand periods such as winter maintenance. This has built a stronger teamwork culture.
- Workforce Strengths and Renewal** - Staff expressed pride in their role within ARA and in the improvements made to the local delivery. Workshops highlighted the importance of building on this foundation through investment in training, apprenticeships, and upskilling opportunities. There was strong support for continuing to develop clear succession plans and pathways for younger staff to enter and progress within the Service, ensuring long-term sustainability.
- Governance and Communication** - While some challenges remain around dual governance arrangements, both staff and stakeholders recognised opportunities to strengthen transparency and consistency through clearer communication and a more streamlined decision-making framework. There was a shared understanding that governance improvements would further enhance confidence in the model and support future expansion.

- **Innovation and Service Development** - Feedback reflected positively on the Service's adoption of digital tools and more efficient ways of working. Staff highlighted the potential for continued investment in digital transformation to simplify processes, improve communication, and support proactive decision-making. Stakeholders also encouraged the Service to continue to pursue external funding opportunities to emphasise the benefits that such investment has already brought to communities.
- **Future Vision** - Both staff and stakeholders demonstrated a forward-looking perspective, recognising the achievements of the past decade while focusing on how ARA can evolve to meet future challenges. There was broad support for strengthening workforce resilience, embedding regular engagement, and exploring opportunities for regional expansion if other Councils were to join the Alliance.

Summary and Conclusions

- 340.** Combined feedback from Elected Members and communities presents a balanced and constructive perspective. Elected Members, staff, and Community Councils consistently recognised ARA's professionalism, the high quality of winter and emergency response operations, and the strength of partnership working across Ayrshire.
- 341.** While successes in efficiency, collaboration, and strategic projects are widely acknowledged and praised, the feedback in relation to carriageway conditions, governance and communication provides ARA with a clear direction to move forward and strengthen its position with both Elected Members and Community Councils.
- 342.** Areas for continued improvement include proactive communication, drainage performance, and visibility of planned works. These areas are already being addressed through digital engagement, improved planning, and clearer service identity.

Section 10: Environmental and Strategic Analysis

PESTLE Analysis

343. A PESTLE analysis provides a structured framework for examining the external environment in which the ARA operates. It highlights the political, economic, social, technological, legal and environmental factors along with opportunities and considerations for the shared service model.

Political

344. There is an increasing political momentum for collaboration and shared services models across local government in Scotland, driven by the Convention of Scottish Local Authorities (COSLA) and reinforced through Scottish Government policy priorities. ARA has been cited as an exemplar of cross-boundary working. However, political dynamics between EAC and SAC can also introduce complexity, particularly when local priorities differ or when Elected Members perceive an imbalance in resource allocation. Changes in national political leadership, or shifts in local government finance settlements, could further impact ARA's long-term resourcing and governance.

Economic

345. Budgetary factors remain the most significant challenge for ARA. The aftermath of the COVID-19 pandemic, combined with persistent inflation in materials and energy costs has increased the cost base for road maintenance and capital projects. At the same time, public sector finances remain constrained, limiting opportunities for new investment. This economic context requires ARA to prioritise asset management needs and to maximise external funding streams, such as active travel grants and the Ayrshire Growth Deal.

Social

346. Public expectations of service quality are rising. Communities increasingly demand real-time information on service delivery, particularly during winter and emergency events such as flooding.

347. Social priorities have also shifted towards health, wellbeing, and active lifestyles, with greater emphasis placed on walking, cycling, and accessible infrastructure. An ageing population and rural connectivity across Ayrshire further increase reliance on well-maintained transport links for access to healthcare, employment, and education. Engagement with communities is therefore critical to actively ensuring that ARA's services remain responsive and inclusive.

Technological

- 348.** Digital transformation is reshaping how road services are delivered. ARA has already developed a digital roadmap of areas they wish to develop digitally within the service, and there is also scope to further explore technology such as predictive analytics, sensor-based monitoring, and integrated public reporting platforms. Technology offers efficiency and transparency opportunities but requires ongoing investment, skills development, and cybersecurity assurance.
- 349.** There has been investment already with the development of RoadsOnline - a digital online system developed by ARA staff in partnership with the software company Trueview Visuals. This is an innovative digital platform that's already providing savings in officers' time. RoadsOnline was one of the positives flagged in the staff survey.

Recommendation 29

Digital Transformation: Continue with the development of future modules for RoadsOnline to ensure process efficiency. Continue to develop the WDM interface to enable automatic updates to customers when reported defects have been inspected or repaired. This improvement would provide real time communication, reduce manual administration and enhance transparency and public confidence in service responsiveness

Legal

- 350.** As set out within Section 4 of this report, ARA must comply with a range of statutory obligations, including the Roads (Scotland) Act 1984, health and safety legislation, environmental protection regulations, and procurement law. Increasingly, new legal requirements relate to climate change duties, equalities, and accessibility standards. Failure to comply with inspection and maintenance regimes, particularly for roads, bridges and structures, carries not only legal but reputational and financial challenges.

Environmental

- 351.** The most pressing environmental factors are climate change and net-zero commitments. Ayrshire is already experiencing the effects of more frequent flooding, severe weather events, and temperature variability, all of which directly impact road conditions and maintenance demand. Transitioning to lower-carbon materials and decarbonising the fleet will be key to meeting national and Council-level climate strategies.

Recommendation 30

Fleet Decarbonisation Roadmap: Establish a three-year replacement and decarbonisation strategy, aligning investment with funding opportunities.

SWOT Analysis

352. The SWOT analysis has been undertaken with input from staff to provide a structured assessment of ARA, identifying its internal strengths and weaknesses as well as external opportunities and threats. This approach enables a clear understanding of ARAs current position, highlights areas where improvements are needed and supports strategic decision making.

Table 24 - SWOT Analysis

Strengths	Weaknesses
<p>Shared-service scale & scope – pooled resources and standardised processes across two Councils enable economies of scale and resilience</p>	<p>Maximising the use of systems – while digital tools such as Vaisala, AI and Karbon Tech have been introduced, the Alliance has not yet fully realised the benefits of these systems or embedded them consistently across all service areas.</p>
<p>Performance – KPIs and digital workflows support transparency and improvement Operational capability – in-house transport workshops, inspections, winter maintenance</p>	<p>Ageing fleet and equipment – replacement backlogs and supply chain delays increase downtime and cost.</p>
<p>Regional collaboration – lead role in Ayrshire-wide EV infrastructure</p>	<p>Workforce pressures – recruitment difficulties in specialist roles</p>
<p>Recognition & credibility – external awards strengthen confidence</p>	<p>Differing practices across Councils slow harmonisation.</p>
<p>Stakeholder relationships – strong links with Councillors, communities, utilities and contractors</p>	<p>Budget pressures – revenue and capital constraints</p>
<p>Ongoing Success with modern apprenticeships across all areas within the Service</p>	<p>Customer communications – reactive messaging and rising complaints highlight the need for more proactive and transparent engagement. Procurement Frameworks - lack of Scotland Excel frameworks placing added pressure on procurement resources and difficulty recruiting procurement officers.</p>

Opportunities	Threats
<p>Data-driven asset management – better inventory, condition scoring, predictive analytics,</p> <p>Decarbonisation funding – access to UK/Scottish grants for fleet, EV charging, lighting, active travel,</p> <p>Procurement & frameworks – aggregate buying to cut costs,</p> <p>Digital engagement – self-service reporting, dashboards, proactive updates, improved cycle times, Partnerships – utilities coordination, apprenticeships, college pipelines,</p>	<p>Budget pressures & inflation – volatile fuel/bitumen/energy prices reduce programme scope</p> <p>Extreme weather – storms, flooding, freeze–thaw cycles increase defects/emergency spend</p> <p>Regulatory change – new statutory duties without matching resources</p> <p>Private sector offers higher wages,</p> <p>Supply-chain fragility – long lead times for vehicles, parts and materials</p> <p>Reputational risk – public scrutiny on road condition amplified via social media</p> <p>Workload pressures - The effect on staff wellbeing and morale due to decreasing budgets and savings resulting in less staff undertaking the workload. Reduction in staffing levels over the years, - particularly in management and a higher proportion of younger, relatively inexperienced staff.</p>

Recommendation 31

Performance and Transparency: Develop a live performance dashboard for Elected Members and the public, highlighting works undertaken and response times.

Recommendation 32

Predictive Operations and Collaborative Planning: Enhance operational planning to reduce network disruption by focusing on quicker contractor turnaround and providing control of works on the network. The introduction of the new traffic signal permits and Temporary Traffic Regulation Orders systems will strengthen oversight and coordination, helping to ensure that contractors are removed from the network more efficiently. These measures support a proactive data driven approach to managing works minimising delays and improving overall journey reliability for road users.

Risks

- 353.** Operational and financial risks were identified that continue to affect ARAs ability to deliver efficient, resilient, and sustainable service. Key vulnerabilities include difficulties in recruiting and retaining skilled staff within roads operation, reflecting wider sector challenges that increase reliance on overtime, temporary staff adding pressure to budgets and service continuity. High levels of staff absence particularly within specialist and operational roles, further strain resources and can delay programmed work.
- 354.** Financially there is an ongoing risk of overspend driven by inflation pressures, rising material costs, and fuel costs. While ARA has maintained strong financial management and delivered recurring savings, the service now operates within very tight parameters and has an increasing reliance on Council reserves and one-off in year adjustments to maintain balance.

Financial and Economic Risks

- 355.** Persistent budget constraints and inflation pose a major challenge to maintenance programmes, reduced capital investment, and the ability to deliver planned projects. Volatility in fuel, energy, and construction material prices increases uncertainty and can lead to programme slippage or reduced scope. Supply chain fragility, especially in sourcing replacement vehicles, equipment, and materials, can create operational bottlenecks and raise costs, along with the lack of Scotland Excel frameworks and the ability to recruit procurement staff which is having an impact on project delivery timescales. To balance budgets a number of posts have been held vacant to help offset overspends.

Workforce Risks

- 356.** ARA faces ongoing challenges around recruitment and retention difficulties, and an ageing roads operational demographic. As mentioned above, the service has also been unable to recruit into a number of vacant posts as these vacancies are currently being held to offset budget overspend. As a result, ARA is operating with the minimum number of road workers required to deliver its core statutory functions including routine revenue maintenance and winter service operations. This reduced capacity presents significant risks to service resilience particularly during periods of staff absence, severe weather or peak operational demand. This has been recognised in Recommendation 16.

Service Quality and Operational Risks

- 357.** The ability to maintain the quality of the service is challenged by underinvestment in the fleet, ageing assets, and a lack of monitoring maintenance standards across participating Councils. Operational pressures have resulted in reduced capacity to deliver key preventative programmes. As a result, resources are frequently diverted from planned maintenance to reactive maintenance, with demands driven by extreme weather (storms, flooding, freeze-thaw cycles). This compounds the challenges and places additional pressure on already stretched operational teams.

Legal and Regulatory Risks

358. ARA must comply with statutory requirements such as the Roads (Scotland) Act 1984 and health and safety legislation. Risks include potential breaches from failure to meet inspection regimes for roads, bridges and structures, resulting in reputational damage, financial penalties, legal liability and third-party public liability claims.

Reputational Risks

359. Increasing public expectations, social media scrutiny, and FOI requests can generate negative community feedback regarding road conditions, winter maintenance, and this is amplified via digital channels and public reporting platforms.

Environmental and Climate Risks

360. Climate change impacts including more frequent flooding and severe weather put additional pressure on ARA to adapt infrastructure and operational procedures rapidly. Delays in investment for climate change and net zero strategies expose both Councils to legislative non-compliance and long-term damage to infrastructure.

361. A summary of the principal considerations faced by ARA is detailed within Table 25.

Table 25 - Summary of Principle Considerations

Risk Area	Description	Evidence/Benchmark
Financial	Budget cuts, inflation, supply chain volatility	Long-term budget trends, APSE
Workforce	Ageing operational staff, recruitment gaps, skills shortages	Staff profile, internal survey
Service Quality	Asset condition, reactive vs planned maintenance, data variability	PI/SCOTS indicators, claims data
Legal	Compliance with statutory duties, climate/environment law, land ownership	Audit requirements, legal reviews
Reputational	Community complaints, FOI requests, social media scrutiny	FOI response rates, survey data
Environmental	Extreme weather, flood risks, climate change adaptation	Winter readiness, flood reports

Summary and Conclusions

- 362.** Overall, the analyses set out in this section show that while the external environment presents significant challenges, there are clear opportunities for improvement, if resources are leveraged effectively.
- 363.** Advances in technology and digital transformation have already presented opportunities for efficiency and innovation in ARA and the review highlights further opportunities in relation to performance dashboards, digital transformation, workforce planning, improved use of data and predictive operations.
- 364.** Having a clear understanding of the opportunities for improvement and addressing the key risks will be essential to maintaining stability and achieving longer term priorities.

Section 11: Options Appraisal

Overview

365. The 10-year review has highlighted that while ARA has delivered improved service outcomes, and secured significant external investment, ongoing financial, workforce challenges and climate requirements necessitate consideration of alternative delivery models.

366. Four potential options have been appraised and details are set out in the paragraphs below:

- Option 1: Expanded Shared Service Model
- Option 2: Hybrid Model – Combining Internal Delivery and Targeted Outsourcing (Current Model)
- Option 3: Fully Outsourced Model – External Provider Delivery
- Option 4: Reversion to Separate Roads Departments – Dissolution of Shared Service

Option 1: Expanded Shared Service Model

367. This option very much reflects the commitment made across the three Ayrshire Councils to develop shared services unless there is a specific reason why this cannot happen. In regard to ARA there are clear evidenced benefits in delivering more efficient, effective and economic services through the current South / East Shared Service and an ability to scale the delivery model to include North Ayrshire Council is deliverable. With Member approval, Officers propose to establish a cross Council Working Group to progress this work in order to better understand the specific benefits and to mitigate risks.

Strengths:

- Opportunity to achieve greater economies of scale in procurement, asset management, and workforce planning.
- Increased resilience and flexibility through a larger combined workforce.
- Enhanced ability to attract external funding and deliver regional programmes such as active travel and EV infrastructure.
- A stronger regional voice, ensuring Ayrshire is well positioned to influence national transport and infrastructure strategies.

Weaknesses:

- Transitional challenges, including alignment of budgets, workforce terms and conditions, ICT systems, and performance frameworks.
- Need to review current governance arrangements; Ayrshire shared service joint committee arrangements and structure would require to be enhanced to allow for appropriate representation and to ensure that this forum became the focus for primary decision making.
- Requirement to ensure that support services have the capacity to support a more complex regional model.

Assessment:

- Option 1 offers the opportunity to develop a Pan Ayrshire Shared Service and an ability to benefit from further economies of scale. This would require exploration to fully assess governance, financial, workforce, and operational impacts in order to present a report to each Council for consideration.

Option 2: Hybrid Model – Combining Internal Delivery and Targeted Outsourcing (Current Model)

368. This option would retain in-house delivery of core operational services (e.g., winter maintenance, road repairs, traffic management) while outsourcing specialist or high-cost areas where external contractors offer better value. Likely areas for outsourcing include structural resurfacing (capital works).

Strengths:

- Greater flexibility to scale resources up or down depending on demand.
- Benchmarking evidence (APSE, SCOTS 2023) indicates that hybrid models often balance resilience with cost efficiency.

Weaknesses:

- Risk of reduced in-house expertise if over-reliance on contractors develops.
- Market volatility may increase costs or reduce availability, particularly in rural areas.
- Stakeholder consultation highlighted concern about loss of local accountability if outsourcing is expanded too far.
- Requires robust contract management capacity, which staff workshops identified as an existing pressure.

Assessment:

- Option 2 presents a balanced approach, retaining local expertise while targeting efficiency gains in specialist areas. It aligns with stakeholder feedback that supports in-house pride and recognises resource limitations.

Option 3: Fully Outsourced Model – External Provider Delivery

369. This model would involve outsourcing the majority of ARA's functions to an external contractor or consortium, with both Councils retaining only the statutory Roads Authority role.

Strengths:

- Potential access to private sector innovation, technology, and economies of scale.
- Clearer budget predictability through fixed-term contracts.
- Reduced direct responsibility for workforce planning and asset management.

Weaknesses:

- Loss of local accountability and responsiveness, which staff and stakeholder engagement consistently highlighted as priorities.
- Significant TUPE and workforce transition implications, technical knowledge loss and disruption.
- Experience from other Scottish Councils suggests fully outsourced models often face challenges with contract flexibility, performance monitoring, and community satisfaction.
- Reduced ability to integrate regional-wide strategic priorities such as climate change and active travel.

Assessment:

- Option 3 would fundamentally change the delivery model, and carries substantial challenges around resilience, local responsiveness, and community confidence. Given the evidence gathered, it is not considered a sustainable long-term option.

Option 4: Reversion to Separate Roads Departments – Dissolution of the Shared Service

370. This option would involve dissolving ARA and re-establishing independent roads services within EAC and SAC. Each Council would resume full responsibility for statutory roads functions, budgets, workforce, and governance.

Strengths:

- Greater direct control for each Council over priorities, budgets, and local accountability.
- Potential for clearer governance, avoiding dual-committee delays and decision-making complexities.
- Ability to tailor services more closely to local community expectations and elected member priorities.

Weaknesses:

- Loss of economies of scale successfully achieved through joint procurement, shared expertise, and pooled resources.

- Risk of reduced resilience in smaller standalone teams, particularly for specialist services and emergency response.
- Potential disruption and cost associated with unwinding integrated systems, harmonised processes, and staff structures.

Assessment:

- Option 4 offers the Council direct control and potentially simplified governance but brings with it significant financial and operational challenges. Dissolution would reverse £8.63m in cumulative savings already successfully achieved and weaken resilience.

Options Appraisal Matrix

371. Table 26 provides a summary of all of these options

Table 26 - Options Appraisal Matrix

Criteria	Option 1: Expanded Shared Service (with NAC)	Option 2: Current Operating Model (EAC + SAC)	Option 3: Fully Outsourced Model	Option 4: Reversion to Separate Councils
Financial Sustainability	Potential for financial efficiency through joint procurement and shared resource, but any savings are indicative only and would require detailed modelling. Significant initial costs could be likely including the need to strengthen Support functions.	£8.63m recurring savings achieved; limited scope for further large-scale efficiencies with any significant savings now likely to require cuts to services.	Possible short term cost reductions but dependent on contract terms; high risk of hidden/long-term costs.	Significant duplication of resources; savings achieved to date would be lost.

Criteria	Option 1: Expanded Shared Service (with NAC)	Option 2: Current Operating Model (EAC + SAC)	Option 3: Fully Outsourced Model	Option 4: Reversion to Separate Councils
Governance & Accountability	Would require revision of the Ayrshire shares service joint committee structure and updated legal arrangements. Increased governance complexity anticipated. Strengthen legal support would be essential to ensure compliance, clarity and consistency across all partner Councils.	Dual governance works but can create duplication; opportunities to strengthen joint audit.	Council control reduced; accountability passed to provider.	Full local control restored, but loss of joint oversight and strategic alignment.
Workforce Resilience	Larger workforce pool improves resilience; alignment of term conditions and operational processes would require significant planning. Support from HR and legal services would be essential to manage workforce integration effectively.	Stable workforce model; issues with recruitment and succession planning remain.	TUPE transfer risks morale; limited flexibility to develop workforce internally.	Smaller standalone teams; reduced resilience and higher recruitment challenges.
Service Quality & Performance	Opportunity for consistent regional standards and stronger delivery. Effective procurement support would be required to align contracts, specifications and performance frameworks across Councils.	Proven delivery model with strong track record; performance improvements ongoing.	Quality dependent on contractor; risk of service driven by cost not outcomes.	Risk of fragmented standards, duplication, and uneven quality across Councils.

Criteria	Option 1: Expanded Shared Service (with NAC)	Option 2: Current Operating Model (EAC + SAC)	Option 3: Fully Outsourced Model	Option 4: Reversion to Separate Councils
Collaboration & Innovation	Builds on pan-Ayrshire partnerships (e.g., EVIF, active travel, flood risk); Strengthened corporate support functions, particularly procurement and legal would be necessary to maximise regional innovation and alignment.	Strong collaboration between two Councils; limited ability to scale further without expansion.	Innovation driven by provider, but may not align with local priorities.	Limited collaboration; each Council works independently, reducing shared innovation.
Risks	Transitional risks include governance alignment, budget harmonisation, workforce integration and capacity of support services. Insufficient enabling support services could delay implementation, increase compliance risk, or undermine service consistency	Risks around ongoing budget pressures and dual governance complexity.	Contractual risks, loss of flexibility, dependency on provider.	High financial and operational risk due to loss of economies of scale.

372. Options 1 and 2 present the most viable models for the future of ARA. Option 2 provides stability and continuity, while Option 1 offers the opportunity to build on this foundation by expanding the Alliance to include NAC, with a potential to deliver greater savings and resilience at a regional level. Options 3 and 4 carry significant risks that would undermine service sustainability and the progress achieved to date.

Summary and Conclusions

373. Overall, options appraisal is a valuable tool for supporting structured and transparent decision making. By systematically comparing the alternatives detailed in this section, it will help support evidence-based decision making, justification of choices and ensuring that key factors such as cost, risk and feasibility are being considered.

Section 12: Forward Look and Vision

Overview

- 374.** As ARA looks ahead to the future, the focus will remain on delivering resilient, efficient, and sustainable roads and transportation services that support the communities of Ayrshire.
- 375.** Building on the strong foundations of the first ten years, the Service is well positioned to adapt to emerging challenges, including climate change, technological innovation, and ongoing financial pressures.
- 376.** There will require to be a shift from incremental efficiency gains to transformational change, underpinned by climate change, digital capability, workforce renewal, and stronger collaboration.
- 377.** The next five years therefore represents a period of consolidation and strategic development for the Ayrshire Roads Alliance. Building on the strong foundation established during its first decade, this forward look sets out a phased, achievable plan to strengthen service resilience, enhance operational performance, support workforce sustainability, and prepare for future regional opportunities.

Key Drivers of Change

- 378.** Based on the findings within this report, several key factors are expected to shape the evolution of the Ayrshire Roads Alliance, including:
- **Regional Collaboration** - Benchmarking through APSE and LGBF has demonstrated ARA's competitiveness compared with other Scottish Councils. This puts ARA in a position to share expertise with potential partner authorities, creating economies of scale while strengthening Ayrshire's regional profile.
 - **Capacity, Resilience, and Simplification** - Collaboration would create a stronger workforce base, widen access to specialist expertise, and enhance flexibility in responding to emergencies. It would also provide opportunities to continue to standardise systems and processes, simplify governance, and create a single point of contact with stakeholders.
 - **Economies of Scale and Cost Savings** - There is a potential for wider regional collaboration, including the possible expansion of ARA to incorporate other LAs. Such an expansion may generate opportunities for economies of scale, improved resilience, and greater regional alignment, although the overall financial impact on each partner authority would require detailed scoping before any assumptions can be made about cost savings or efficiencies.
 - **Delivery of Improved Outcomes** - A pan-Ayrshire approach would allow transport, climate, and resilience projects to be delivered at scale. Building on the success of flood management schemes, active travel corridors, and electric vehicle infrastructure, broader collaboration would secure greater regional impact and ensure consistent outcomes for communities.

- **Innovation and Best Practice** - Regional collaboration would increase access to external funding and strengthen Ayrshire's ability to adopt new technologies and sustainable solutions. By embedding best practice sharing and joint training, collaboration would support workforce development and continuous improvement.
- **External Funding and Partnerships** - Both Councils have successfully attracted substantial grant funding, with SAC securing nearly £2.9m for active travel in 2023/24 and EAC consistently drawing investment into bus infrastructure and regeneration-linked schemes. Continued joint bids could reduce duplication and address stakeholder feedback over uneven funding decisions.
- **Innovation and Technology** - LED street lighting conversion has already delivered savings. ARA should explore the effectiveness of smart lighting controls, AI-driven traffic management, and alternative surfacing materials (e.g., recycled plastics, warm-mix asphalt) can enhance sustainability and reduce costs.
- **Community Engagement** - Staff and stakeholder consultation repeatedly emphasised the need for greater transparency in budget allocation and investment decisions. Expanding digital engagement platforms, such as online dashboards for service requests, could improve communication and visibility of the works undertaken by ARA.

Strategic Priorities

379. In response to these developments and building on the findings detailed within the report, in order to position ARA effectively for the future, there is a need to focus on the following areas.

- **Digital Transformation** - ARA has already embedded digital systems (WDM, TRIPS, RoadsOnline). Future opportunities lie in predictive analytics, real-time monitoring of road conditions, and integration of community reporting apps. Digital tools will continue to be critical for achieving Best Value by linking evidence-based decisions with transparent reporting.
- **Workforce Renewal** - Workforce analysis shows a reduction of roadworkers over the 10-year period with 27 roadworker posts currently unfilled. The next decade must expand structured training pathways and strengthen retention and recruitment.
- **Climate Resilience** - Severe weather events, coastal erosion, and flooding are projected to increase, with flood management and coastal protection already accounting for a growing share of ARA's work. Over the last decade, grant-funded projects such as the £4m New Cumnock Flood Scheme (2022/23) and multiple coastal defence works have shown the scale of resources required. Funding streams will be essential to avoid reactive interventions.
- **Decarbonisation** - Fleet decarbonisation remains a key priority: while initial investment in EV charging infrastructure has been made, the transition to electric and alternative-fuel vehicles will demand additional capital outlay, infrastructure, and training.

- **Collaboration and Partnerships** -Stakeholder engagement highlighted areas for improvement around governance but also recognised the Alliance’s ability to secure major external investment and deliver region-wide improvements. The scalability of ARA offers opportunities to extend collaboration with neighbouring Councils, sharing expertise and procurement benefits while preserving local accountability. Partnerships with Transport Scotland, Sustrans, and the Ayrshire Growth Deal will remain critical for accessing funding, aligning with national decarbonisation strategies, and delivering active travel expansion.

What this means in practice

380. The key drivers of change and strategic priorities have a number of practical implications, requiring proactive planning, stronger collaboration and a continued focus on improvement. The review contains clear recommendations that will contribute to the strategic priorities identified and can be grouped into three key themes:

- Stabilising and strengthening the current model
- Integration, optimisation and cross-service collaboration
- Regional collaboration and potential expansion

Stabilising and Strengthening the Current Model

381. It will be important to consolidate existing strengths, address immediate pressures and embed improvements across governance, workforce, and operations. This includes key actions around:

Governance & Strategy

- Strengthen the Ayrshire Shared Service Joint Committee with streamlined reporting and improved transparency.
- Develop a single, consistent governance and performance reporting framework across both Councils.
- Improve Engagement and Communication - embed regular staff workshops, strengthen stakeholder consultation, and increase visibility of decision-making to ensure communities and employees remain fully engaged in shaping ARA’s future.

Workforce

- Implement the Workforce Renewal Strategy with a focus on succession planning, investment in apprenticeships and graduate programmes, supporting attendance, training and targeted upskilling and recruitment in high-demand teams.
- Maintain collaboration with other council services, recognising the clear operational and financial benefits from sharing of resources.

Finance & Efficiency

- Expand budget training for staff, recognising the complexities of budget monitoring.
- Progress commercialisation of RoadsOnline and explore further income generation opportunities.

Operational Excellence

- Continue to prioritise investment in carriageway and footway maintenance, in accordance with approved assessment criteria.
- Improve public-facing communication on planned works, service priorities, and response times.
- Expand the use of digital asset management tools, AI-enabled tools, develop real-time performance dashboards, and standardise reporting formats across both Councils.

Integration, Optimisation and Cross-Service Collaboration

382. The review includes recommendations to strengthen internal processes, modernise service delivery and deepen collaboration across Councils. This includes key actions around:

Collaboration & Service Alignment

- Introduce shared training opportunities across local authority services where appropriate.
- Prioritise investment in active travel, flood mitigation, and low-carbon fleet initiatives to align with Council and national net zero commitments.

Operational Performance

- Optimise the use of digital systems, including Vaisala, RoadsOnline, and SCOTS asset management tools.
- Continue to assess in-house versus contractor delivery for best value, targeting in-house investment where gaps can be addressed (e.g., line marking) and outsourcing where efficiency is improved (e.g., some capital works).

Customer Experience

- Introduce a redesigned customer communication model with clearer public updates, mobile-friendly notifications, and consistent branding.

Collaboration and Potential Expansion

383. The review identifies clear opportunities for wider regional collaboration, including the potential expansion of ARA to NAC. Such expansion could deliver increased economies of scale, improve regional alignment, and ensure greater workforce and operational resilience across Ayrshire.

- 384.** However, any expansion of the shared service model must be supported by robust enabling functions across all partner Councils. The review highlights the need to ensure that corporate support services, particularly procurement, legal, finance, ICT, and human resources are sufficiently resourced, aligned, and capable of supporting a larger multi-Council operation. This includes the following, which are expanded on below:
- Procurement capacity to manage larger, more complex joint contracts
 - HR capacity to support workforce integration, TUPE considerations, and harmonisation issues
 - Legal support to update governance frameworks, joint committee arrangements and shared service agreements
 - Finance and ICT support to enable consistent systems, reporting, and budget management
- 385.** Strengthening these enabling functions is essential to ensure that any future expansion is operationally successful, legally robust, and financially sustainable. Without sufficient capacity in these areas, the benefits of a larger regional service could be undermined by delays, misalignment, or inconsistent processes across Councils.
- 386.** The review recommends strengthening the role of the Joint Committee and preparing for potential expansion by ensuring governance arrangements are scalable, should there be a move to a more regional approach.
- 387.** It will be vital to conduct detailed feasibility work and build the necessary infrastructure to support potential expansion to include North Ayrshire Council. Support services must be strengthened and aligned across all partner Councils before expansion is pursued to ensure operational and legal robustness. The following provides an indication of the areas that will require to be examined,

Feasibility & Governance

- Undertake a comprehensive feasibility assessment covering:
- Operational capacity
- Workforce and potential TUPE implications
- Financial modelling and budget alignment
- Governance arrangements and Joint Committee revisions
- Integration of service standards, systems and asset management
- Develop a revised governance framework capable of supporting a three-Council shared service.

Corporate Support Services Capacity

Ensure that expansion planning includes a detailed review of:

- Procurement – capacity to manage joint contracts at larger scale
- HR – support for workforce integration and harmonisation
- Legal – drafting of updated shared service agreements

- Finance – multi-Council accounting, budgeting and reporting
- ICT – system compatibility, data integration and cybersecurity

Regional Collaboration & Strategic Alignment

- Deepen alignment with regional strategies on transport, climate change, active travel and infrastructure investment.
- Evaluate further digital interoperability opportunities to streamline cross-Council processes and data sharing.
- Develop regional approaches to materials procurement, fleet utilisation, and winter service resilience.

Overall Conclusions

388. With a clear focus on resilience, innovation, collaboration, and financial sustainability, ARA is well placed to continue delivering high-quality services over the next decade. By strengthening internal capacity, embedding workforce renewal, achieving further savings, and exploring opportunities for regional expansion, the Alliance can build on its proven success and play an even greater role in shaping the future of Ayrshire’s transport and infrastructure.

389. ARA will be a stronger, more resilient, digitally enabled, and regionally aligned shared service, positioned to:

- Deliver improved road condition outcomes
- Operate with a more sustainable and skilled workforce
- Maintain cost efficiency and innovation
- Provide consistent, transparent, and high-quality service to communities
- Support and enable wider regional collaboration across Ayrshire

390. Future success will depend on Ayrshire’s ability to deliver services in new and more integrated ways. Extending collaboration across all three Councils would ensure financially sustainable, operationally resilient, and strategically aligned to the region’s long-term ambitions. This roadmap ensures ARA remains ready to meet the complex demands of modern roads and infrastructure services while preparing the strategic opportunities of a potential pan-Ayrshire model.

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Appendices

Appendix 1	Recommendations and Next Steps
Appendix 2	Internal Audit
Appendix 3	SCOTS PI Data Report 2023/24

Ayrshire Roads Alliance 10 Year Review – Recommendations and Next Steps

Ref	Action
Section 4: Service Overview	
1.	Strategic Accommodation Review: Continue to undertake a comprehensive assessment of all ARA office and depot facilities, including Coylton and Girvan, to prioritise improvements in line with evolving workforce needs.
2.	Inclusive Design and Accessibility: Continue to embed health, safety, and equality standards in all facilities, consulting with staff to meet a diverse range of needs and support well-being.
3.	Ongoing Engagement and Monitoring: Implement regular feedback mechanisms specific to accommodation to guide continuous improvements and adapt to changing work patterns as well as providing support during transitions and clear communication about available resources.
4.	Facility Maintenance Programme: Work with colleagues in both East and South Ayrshire Councils to consider a phased capital and maintenance plan targeting the upgrade of facilities, where resources allow.
5.	Enhance Digital Infrastructure: Continue to work with colleagues in SAC to explore potential solutions to the challenges around data sharing and ICT access.
Section 5: Governance and Accountability	
6.	Shared Service Joint Committee Remit: It is recommended that the Shared Service Joint Committee remit be reviewed and updated to ensure the committee can make operational and strategic decisions that do not have a direct impact on budget, without the need for separate approval from partner Councils. This would improve efficiency, reduce administrative delays, and strengthen the committee's ability to provide timely responsive governance within the existing shared service framework. Recommendations from the review will be reported to each Council.

Ayrshire Roads Alliance 10 Year Review – Recommendations and Next Steps

Ref	Action
7.	<p>Corporate Support Arrangements: The Review highlights an opportunity for EAC and SAC to jointly reassess and realign corporate support arrangements to ensure they remain proportionate, resilient and fit for purpose. Evidence from the review indicates that the current level of corporate support no longer fully reflects the scale, complexity and operational demands of the shared service and therefore requires a review in its own right.</p>
8.	<p>Strategic and Local Service Delivery Split: Adopt the revised staff alignment of strategic and local service delivery split as outlined in Table 2 as approved previously by both Council's in 2021. This reflects the current operational requirements, improves clarity and governance, and provides a more modern and efficient structure for service delivery across East and South Ayrshire.</p>
9.	<p>Income Allocation: Allocate income through fees within each LA directly to the respective LA rather than being received at a strategic level. This approach will improve financial transparency, ensure income accurately reflects local activity levels, and support clearer accountability for budget management within each area.</p>
10.	<p>Shared Service Expansion: If NAC agree to join the Alliance this would allow for expansion subject to financial remodelling, governance design, workforce alignment, and operational impact assessment. The structure has been designed to be adaptable, but further detailed analysis and discussions would be essential before any regional expansion could be progressed. This would include detailed scoping of the financial impact on each partner.</p>
<p>Section 6: Financial and Resource Performance</p>	
11.	<p>External Funding: ARA should explore options for creating dedicated, permanent capacity to support externally funded programmes, potentially through pooled or shared roles across the partnership, aligned workforce planning, and earlier integration of support services into the funding and delivery cycle. This would improve organisational resilience, strengthen governance and contract management, and enable a more strategic and efficient response to future funding opportunities.</p>
12.	<p>Inter-Service Delivery: Review the cost-effectiveness of inter-service delivery arrangements, balancing potential savings against service resilience.</p>

Ayrshire Roads Alliance 10 Year Review – Recommendations and Next Steps

Ref	Action
13.	Delivery Models: Maintain a balanced delivery model that prioritises in-house capability while using external contractors only where specialist expertise or short-term capacity is required. This approach ensures that ARA retain control over quality, responsiveness, and long-term cost management, A continued commitment to developing and investing in the internal workforce will safeguard against potential cost escalation that could occur if outsourcing were pursued, while still allowing flexibility to engage the private sector where it demonstrably delivers best value.
14.	Street Lighting: Continue with the current model and also explore the lighting outputs from the focus group, for example, introducing planned maintenance on the structure of lighting columns.
15.	Line Markings: Explore targeted investment in training and equipment to expand in-house capability for line markings. This could reduce dependency on contractors and potentially deliver efficiency savings.
Section 7: Workforce Profile and Development	
16.	Strengthen Workforce Planning: Despite a decade of workforce reductions, ARA has delivered on its priorities. However, it is recommended that ARA review vacant posts, particularly in operations which has seen the largest decrease and further that ARA continue to strengthen workforce planning, including ensuring resilience during peak winter periods, reducing reliance on overtime. This will be done alongside a review of the budget, ensuring that the service remains within budget.
17.	Strategic Management: it is recommended that Strategic Management arrangements are kept under review aligned with the potential expansion of the service to include NAC.
18.	Training Programme: It would be beneficial if a training programme could be developed to improve resilience where there may be gaps in staff knowledge and ensure succession pathways.
19.	Wellbeing Interventions: Strengthening occupational health and wellbeing interventions, with a focus on preventative support for musculoskeletal health.

Ayrshire Roads Alliance 10 Year Review – Recommendations and Next Steps

Ref	Action
20.	Supporting Attendance Benchmarking: Continue to regularly benchmark absence performance through the Local Government Benchmarking Framework (LGBF) and APSE, setting a target to bring ARA's absence levels in line with Council averages over the next three years.
21.	Harmonisation of Terms and Conditions: Undertake a review to assess whether full harmonisation of terms and conditions could now be successfully achieved through negotiation, phased alignment, or alternative workforce agreements. This would simplify workforce management, safeguard operational needs and service sustainability and reduce administrative complexity.
22.	Review of Job Descriptions: It is recommended that ARA continues the review of job descriptions and concludes this exercise in 2026/27. This should include consultation with EAC/SAC on the potential budget impacts of this review and embedding a rolling three-year cycle thereafter. This will ensure all roles remain aligned with organisational priorities, legislative changes, and the skills required to deliver a modern, resilient roads service.
23.	Invest in Apprenticeships: Continue the Modern Apprentice and Technician opportunities, supported by structured mentoring, to ensure skills transfer and improve retention.
24.	Trainee Roadworker Programme: Continue with the Trainee Roadworker programme, investing in the young workforce and providing the opportunity to bring a younger workforce into the roads operational team.
25.	Strategic Lead: It has been recommended that the temporary Strategic Lead post currently funded by EAC only is made permanent with funding of the post coming from both EAC and SAC.
26.	Digital Technology: Continue investing in digital systems to reduce time spent on administrative tasks and free up Officers' time to focus on project delivery.
27.	Link Workforce to Strategic Priorities: Ensure that staffing structures align with future opportunities such as climate change, decarbonisation, and digital transformation, so that ARA is equipped to deliver on both local and national priorities.

Ayrshire Roads Alliance 10 Year Review – Recommendations and Next Steps

Ref	Action
28.	<p>Staff Workshops: Going forward, staff workshops should be embedded as a regular feature of service development. This will ensure the workforce remains engaged, empowered, and aligned with organisational goals, while also providing a structured channel for innovative ideas and practical solutions to be fed directly into strategic planning. In addition, workforce renewal should be a recurring theme within these sessions with a focus on continued succession planning, apprenticeship pathways, and upskilling opportunities to strengthen the Service’s capacity to deliver sustainable outcomes over the next decade and beyond.</p>
<p>Section 10: Environmental and Strategic Analysis</p>	
29.	<p>Digital Transformation: Continue with the development of future modules for RoadsOnline to ensure process efficiency. Continue to develop the WDM interface to enable automatic updates to customers when reported defects have been inspected or repaired. This improvement would provide real time communication, reduce manual administration and enhance transparency and public confidence in service responsiveness.</p>
30.	<p>Fleet Decarbonisation Roadmap: Establish a three-year replacement and decarbonisation strategy, aligning investment with funding opportunities.</p>
31.	<p>Performance and Transparency: Develop a live performance dashboard for Elected Members and the public, highlighting works undertaken and response times.</p>
32.	<p>Predictive Operations and Collaborative Planning: Enhance operational planning to reduce network disruption by focusing on quicker contractor turnaround and providing control of works on the network. The introduction of the new traffic signal permits and Temporary Traffic Regulation Orders systems will strengthen oversight and coordination, helping to ensure that contractors are removed from the network more efficiently. These measures support a proactive data driven approach to managing works minimising delays and improving overall journey reliability for road users.</p>

Appendix 2 – Summary of Internal Audits

Year	Name	Summary	Assurance Outcomes
2014/15	Plant Hire Contract (coverage included ARA and other services)	<p>Ensure that hires are awarded to the correct service provider in accordance with the framework agreement;</p> <p>Ensure that processes for managing plant on and off hire are rigidly controlled and properly recorded;</p> <p>Ensure that the correct contractual prices are paid for plant hires provided in accordance with the framework terms and conditions.</p>	Reasonable
2014/15	Inventory Inspections (unannounced visits)	<p>Verify the accuracy of inventory levels recorded within the store</p> <p>Report any areas for improvement identified,</p> <p>Recommend actions to address areas for improvement</p>	Reasonable
2014/15	Profess Costing System	Assess the status of implementation and roll-out of the	Reasonable

Official

		<p>PROFESS costing system, including the integration of inputs from the former East and South Ayrshire roads services;</p> <p>Consider whether the information needs of management and stakeholders are being met by the current arrangements</p> <p>Report any areas for improvement identified, and recommend actions to address areas for improvement</p>	
2015/16	TRIPS System Advisory	<p>Advisory to support governance, risk and internal control arrangements regarding the development of the established Transparent Roads Infrastructure Procurement Software (TRIPS) system used to manage the Roads Minor Works Framework Contract to support best value.</p>	Advisory
2016/17	Parking Income and Penalty Charge Notices (PCNs	<p>Review the systems for Parking-related income</p>	Reasonable

Official

		<p>Report any areas for improvement identified</p> <p>Recommend actions for improvement</p>	
2017/18	Performance Bonds	<p>Corporate governance and reporting arrangements are fit for purpose and effectively applied;</p> <p>Practical processes and supervisory controls are in place in ARA for implementing approved policy;</p> <p>ARA' s bond management is supported by effective partnership arrangements with third parties (for example with South Ayrshire Council and with EAC's Planning and Economic Development, Finance and ICT and Legal);</p> <p>Bond values reflect application of the above and give sufficient budget to fund any necessary remedial works</p>	Limited
2017/18	Use of Contractors	<p>Establish the process for awarding roads works contracts</p>	Reasonable

Official

		<p>procured through the Transparent Roads Infrastructure Procurement Software (TRIPS)</p> <p>Ensure roads works are being awarded appropriately in line with Standing Orders Relating to Contracts and assess whether Best Value is being achieved</p> <p>ensure adequate controls are in place with regards to processes for awarding works, payment of invoices and monitoring of contractor performance</p>	
2018/19	Girvan Harbour – office administration (unannounced visit)	<p>Understand the operation of Girvan Harbour and ensure that there are adequate arrangements in place to control income collected in respect of Harbour operations</p>	Limited
2018/19	Payment Controls	<p>Review the procedures in place for payment of contractors</p> <p>Verify that there are adequate controls in place to verify the work</p>	Sound

Official

		completed prior to approving invoices for payment.	
2018/19	Bridge Inspections	The EAC Depute Chief Executive (Safer Communities) with assistance from Internal Audit reviewed ARA-East's arrangements for bridge inspection and reporting. Following this work, in 2019/20 Internal Audit undertook a full examination of arrangements for the Principal Inspections of road bridges	Advisory
2019/20	Arrangements for the Principal Inspection (PI) of road bridges	Update the findings of 2018/19 advisory work to reflect the undertaking and completion of the outsourced Principal Inspection programme and work done by ARA further to the Client Response agreed actions set out in the draft audit report and accompanying advisory note of 2018/19	Sound in South and Reasonable in East

Official

<p>2019/20</p>	<p>Road Bonds review of new processes</p>	<p>Verify procedures in relation to roads bonds are adequate, have been updated to reflect the findings of previous audit work and have been fully implemented within the service, and • the audit will also seek to confirm that ARA’s internal review of the process, and scrutiny by external assessor (SGS Ltd), have verified control effectiveness; and that if necessary, procedures have been further revised to improve controls</p>	<p>Sound in most areas</p>
<p>2020/21</p>	<p>Roads Maintenance: materials and stores</p>	<p>Obtain assurance that the service has adequate arrangements in place to ensure proper control over the receiving, storing and issuing of materials and stores, and that these processes are operating efficiently and effectively</p>	<p>Reasonable</p>
<p>2022/23</p>	<p>Payment Controls (including measurement of works)</p>	<p>The objective of this audit was to verify that payments made to contractors accurately reflect the</p>	<p>Three outcomes: Limited (2) and sound assurance.</p>

Official

		quality and quantity of works carried out. If controls are absent or ineffective, then	Our audit confirmed that ARA has appropriate procedures in place incorporating robust controls, which when applied in practice, should ensure sound control of expenditure, and accurate payments to contractors. We noted an operational impact due to staff absence. ARA has responded positively to our findings.
2023/24	Flood risk management	Governance arrangements for statutory flood risk management duties, with a view to ensuring these are fit for the purpose of supporting strategic oversight, decision-making and accountability	Advisory. Service engaged with process; self-assessment checklist developed with assurance session being progressed with Depute Chief Executive and Head of Roads.
2024/25	Contract Controls	Verify payments made to major contractors accurately reflect the quality and quantity of works carried out; Confirm service arrangements support achievement of best value and secure effective internal control	Report being finalised with seven recommendations which will further enhance the control environment. Scope expanded following request from EAC DCE (Communities & Economy). Issue of report delayed in order that changes in operational practices are reflected in client responses. Internal Audit

Official

			has provided ongoing support during this period.
2024/25	Stores	Review processes for managing inventory within the Ayrshire Roads Alliance (ARA) stores.	Sound in most areas
2025/26	Digital Transformation:Temporary Traffic Restriction Orders	Verify effective internal controls have been incorporated within processes subject to digital transformation	Sound

SCOTS Road Asset Management Report 2023-24

Performance Data

**First Version
(inclusive of first batch data)**



**Scottish Collaboration of
Transportation Specialists**

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INTRODUCTION

Background

The Audit Scotland "Maintaining Scotland's Roads" report, recommend in August 2016 in their "Follow-up Report" that "Councils should implement methods for assessing and comparing councils' roads maintenance efficiency with the aim of identifying and learning from councils delivering services more efficiently". It is a fundamental requirement of the Audit Scotland Report 2011 "Maintaining Scotland's Roads: A follow-up report" and the Audit Scotland Report 2013 "Maintaining Scotland's Roads: An audit update on councils' progress" that authorities measure performance and undertake meaningful benchmarking work. Additionally, the "SCOTS RAMP Project: National Audit/Review RAMP Practices, 2015" makes the following recommendation "continue to support the efforts of the Performance Group in trying to improve the reliability and use of the PI data collected in conjunction with APSE".

Additionally, the Scottish National Road Maintenance Review (NRMR) aims to identify how those responsible for, and working in, Scotland's roads maintenance sector can deliver efficiently managed roads for all within the budgets available, and identify opportunities for innovation, collaborative working and the sharing of services. To assist with the aims of the Review, Option 26 of the report states that a consistent unit cost benchmarking methodology across all roads authorities should be developed and implemented and Option 30 states that the optimal delivery of road maintenance services should be explored including joint collaboration/ working arrangements/operational collaboration between all roads authorities. A SRRB grant has facilitated work to be undertaken in relation to the development of unit cost rates and Phase 2 of this development work is now underway.

Introduction

This year 29 Councils made full submissions before October 2024 (**no data has been submitted by East and West Dunbartonshire and North Lanarkshire Councils**). It is recognised through the quality and quantity of data provided that some authorities are more proactive than others in taking part in the benchmarking opportunities that this task provides. It is again hoped that all Councils will submit 2024/25 data in due course and that there will be 100% attendance at future Family Group workshops in recognition of the emphasis that SOLACE and the Improvement Service are putting on measuring and managing performance.

[Before going to the 'Results' page of this report please read the 'General Notes' section of 'Notes' page by clicking here.](#)

The data collected will allow road maintenance activities to be benchmarked in a number of ways:- in family groups; nationally; year on year for individual authorities; and ultimately with the private sector to assess value for money in service provision.

The data collected will allow authorities to measure their performance against their own internal levels of service and to set targets and drive improvement where it is required. The Year on Year report is beneficial in this respect, allowing data for several years to be displayed at once and used in the management of the road maintenance service.


Safety, serviceability and sustainability are key areas in terms of measuring performance in the road maintenance environment. Customer service, in terms of providing effective consultation and information; providing efficient enquiry and complaints management and delivering satisfaction in terms of timeliness and quality of work are all important performance measurement areas which are being looked at through the SCOTS Performance Management and Benchmarking Focus Group.

APSE

The SCOTS Performance Management and Benchmarking Focus Group would like to acknowledge the help and support that has been provided by APSE (Association for Public Service Excellence) in collecting, processing and validating the data required for the performance measurement and driving improvement.

Please note that although the same data sources have been used for this task and the corresponding APSE performance networks reports, the outcomes including highest, lowest and average data may not correspond due to different parameters being applied to the reported data. Also, please note that the SCOTS Family Groups do not correspond with the APSE Family Groups.

Performance results should be summarised for use in the Annual Status and Options Report detailing progress in delivering the standards specified. The Annual Status and Options Report should use the performance information to assist in summarising the status of each asset group in terms of its condition, compliance with meeting repair standards, level of public complaint/contact etc. The report should describe the result of the previous year's investment in terms of meeting the target service standards.

 SCOTS Road Asset Management Project - Task 4 Performance Indicator Results 2023/24 <small>Authorities in red have NOT returned data</small>		SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position	FAMILY GROUP 1 (Rural)										FAMILY GROUP 2 (Island)			
						GRP	8000	8001	8072	8145	8055	8086	8063	8158		8081	8037	8101	
						PIN	Aberdeenshire Council	Angus Council	Argyll & Bute Council	Scottish Borders Council	Dumfries & Galloway Council	Highland Council	Moray Council	Perth & Kinross Council	Group Average	Orkney Islands Council	Shetland Islands Council	Comhairle Nan Eilean Siar	Group Average
						Authority													
Ref	Indicator																		
32.3.04	No of bridges / structures owned or maintained		H	Stat	◆	1,677	591	1,197	1,203	1,294	2,267	379	856	1,183	51	409	216	225	
Functionality																			
34.1.01 (PI 304)	% of Council owned bridges failing European standards		H	PI	↓	4.47%	0.34%	2.34%	2.16%	0.00%	12.53%	2.37%	5.84%	3.76%	No data	0.00%	1.85%	0.93%	
34.2.01 (PI 305)	% of Council road bridges with unacceptable weight, height or width restriction		H	PI	↓	1.31%	No data	0.00%	0.33%	0.08%	0.18%	1.58%	No data	0.58%	0.00%	0.00%	3.24%	1.08%	
34.3.01	No of Council bridges weight restricted (excluding acceptable weight restrictions)		H	Stat	↓	17	0	0	0	0	2	3	37	7	0	0	6	2	
34.3.02	No of Council bridges with imposed height / width restriction (for year on year comparison)		H	Stat	◆	5	No data	0	4	1	2	3	No data	3	0	0	1	0	
34.3.03	No of Council bridges with acceptable weight restriction		H	Stat	◆	2	0	16	27	10	41	8	13	15	0	0	0	0	
34.3.04	No of Council bridges with imposed width restriction		H	Stat	◆	3	No data	0	2	1	2	0	No data	1	0	0	0		
34.3.05	No of Council bridges with imposed height restriction		H	Stat	◆	2	0	0	2	0	0	3	0	1	0	0	1	0	
Financial																			
36.1.01 (PI 306)	Annual budget allocated as a % of cost of identified work (from AMP)		L	PI	↑	3.53%	93.30%	No data	No data	No data	No data	4.30%	No data	33.71%	No data	No data	100.00%	100.00%	
36.2.01 (PI 307)	% of allocated budget spent per annum		L	PI	↑	No data	76.46%	No data	No data	34.98%	No data	39.18%	No data	50.21%	51.87%	64.23%	74.99%	63.70%	
36.2.02 (PI 308)	Cost of identified potential work as a % of total structures valuation		L	PI	↓	11.90%	0.70%	No data	No data	No data	No data	48.38%	18.49%	19.87%	No data	No data	3.82%	3.82%	
36.3.01	% of budget spent repairing 3rd party damage		L	Stat	↓	No data	0.56%	No data	No data	0.00%	No data	5.94%	8.04%	3.64%	No data	0.00%	16.11%	8.06%	
36.3.02	Annual expenditure to remove unacceptable restrictions by weight/height/width		L	Stat	◆	£2,000,000	£0	£0	£0	£0	£0	£0	£0	£250,000	£0	£0	£0	£0	
Traffic Management Systems																			
Safety																			
41.1.01 (PI 55)	% of faults rectified within target time		Y	H	PI	↑	78.76%	92.00%	No data	100.00%	87.72%	No data	97.62%	91.42%	91.25%	No data	No data	66.67%	66.67%
41.1.02 (PI 56)	% of faults rectified on first visit		Y	M	PI	↑	100.00%	No data	No data	100.00%	86.55%	No data	97.62%	94.14%	95.66%	No data	No data	100.00%	100.00%
Financial																			
46.1.01	% of Traffic Management Systems expenditure which is planned maintenance spend		L	Stat	◆	71.78%	80.87%	100.00%	6.53%	No data	No data	99.57%	92.20%	75.16%	No data	100.00%	88.11%	94.06%	
Street Furniture																			
Financial																			
56.1.01	% of total Roads & Lighting expenditure which is spent on Street Furniture		L	Stat	◆	No data	No data	0.85%	1.66%	0.89%	No data	1.19%	No data	1.15%	4.41%	3.90%	4.13%	4.15%	
All assets service delivery																			
Safety																			
61.1.01 (PI 60)	Km inspected per Safety Inspector (carriageways & footways)		H	PI	↑	No data	415.37	No data	2335.56	No data	No data	1896.58	No data	1549.17	550.61	No data	1208.46	879.54	
61.2.01 (PI 212a)	% satisfied with the Council's time taken to complete roadworks ("Always/Usually" aware of organisation)		H	PI	↑	No data	40.00%	No data	No data	34.00%	No data	26.30%	No data	33.43%	58.30%	No data	No data	58.30%	
61.2.02 (PI 208a)	% satisfied with the overall service delivery		H	PI	↑	No data	9.10%	No data	No data	11.90%	No data	13.60%	No data	11.53%	70.30%	No data	No data	70.30%	
61.2.03 (PI 208b)	% dissatisfied with the overall service delivery		H	PI	↓	No data	72.70%	No data	No data	76.70%	No data	73.30%	No data	74.23%	18.90%	No data	No data	18.90%	

SCOTS Road Asset Management Project - Task 4 Performance Indicator Results 2023/24 Authorities in red have NOT returned data		SCOTS Executive PI	Confidence rating (H, M, L)	PI/Stat	Ideal Position	FAMILY GROUP 1 (Rural)										FAMILY GROUP 2 (Island)			
						Authority										Authority			
						8000	8001	8072	8145	8055	8086	8063	8158	Group Average	8081	8037	8101	Group Average	
Ref	Indicator					Aberdeenshire Council	Angus Council	Argyll & Bute Council	Scottish Borders Council	Dumfries & Galloway Council	Highland Council	Moray Council	Perth & Kinross Council	Group Average	Orkney Islands Council	Shetland Islands Council	Comhairle Nan Eilean Siar	Group Average	
Street Lighting																			
Safety																			
21.2.01 (PI 39)	% of columns with a valid structural inspection (last 6 years)	L	PI	↑		9.74%	No data	No data	0.00%	No data	No data	0.00%	0.00%	2.44%	0.00%	No data	0.00%	0.00%	
21.2.02 (PI 40)	% of street lanterns with a valid Electrical Test Certificate	H	PI	↑		69.15%	No data	No data	No data	No data	No data	0.00%	38.98%	36.04%	100.00%	No data	13.67%	56.84%	
Condition/Asset Preservation																			
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H	PI	↓	3.66%	No data	No data	5.07%	No data	No data	2.13%	7.37%	4.56%	3.15%	No data	9.96%	6.56%	
22.2.02	% of columns which have exceeded their Expected Service Life	M	Stat	↓		37.04%	No data	No data	43.44%	No data	No data	34.48%	27.90%	35.72%	10.10%	No data	46.63%	28.37%	
22.2.03	% of lanterns which have exceeded their Expected Service Life	L	Stat	↓		5.38%	No data	No data	1.57%	No data	No data	0.50%	10.90%	4.59%	No data	No data	24.19%	24.19%	
22.3.02	% of columns replaced	M	Stat	↓		0.19%	No data	No data	0.14%	No data	No data	2.55%	0.82%	0.93%	0.87%	5.62%	0.70%	2.40%	
22.3.03	% of lanterns replaced	M	Stat	↓		4.58%	No data	0.00%	0.15%	0.00%	0.00%	0.70%	7.71%	1.88%	0.39%	5.24%	3.35%	2.99%	
Customer Service																			
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H	PI	↑	54.44%	No data	No data	51.95%	No data	No data	20.89%	97.59%	56.22%	No data	No data	84.83%	84.83%	
23.1.02 (PI 03b)	% of repairs within target time	H	PI	↑		54.44%	No data	No data	51.95%	No data	No data	79.11%	97.59%	70.77%	No data	No data	99.13%	99.13%	
23.1.03 (PI 03c)	% of repairs within 21 days	H	PI	↑		82.54%	No data	No data	73.77%	No data	No data	100.00%	100.00%	85.44%	No data	No data	94.80%	94.80%	
23.2.01 (PI 20)	Average time taken to repair (days)	H	PI	↓		19.90	No data	No data	10.00	No data	No data	35.67	2.04	16.90	No data	No data	7.00	7.00	
23.2.02 (PI 27)	Public calls as a % of faults	M	PI	↓		241.41%	No data	No data	119.02%	No data	No data	217.84%	81.84%	165.03%	100.00%	No data	35.84%	67.92%	
23.2.03 (PI 28)	Public calls as a % of street lights	M	PI	↓		8.83%	No data	0.88%	6.03%	10.37%	No data	4.64%	6.03%	7.63%	3.15%	0.62%	3.57%	2.45%	
23.3.02	% of street lights which are LED	M	Stat	↑		87.94%	No data	No data	100.98%	No data	No data	75.01%	75.01%	87.98%	93.35%	90.15%	47.46%	76.99%	
23.4.01 (PI 45a)	Only regarding roads locally, % of respondents satisfied with the street lighting	H	PI	↑		No data	81.80%	No data	No data	65.60%	No data	55.90%	No data	67.77%	65.70%	No data	No data	65.70%	
Availability																			
24.3.01	Number of night inspections annually	H	Stat	↓		0.00	No data	0.00	0.00	No data	No data	0.00	0.00	0.00	0.00	0.00	4.00	1.33	
Financial																			
26.1.01 (PI 35)	Actual capital investment as a % of annual depreciation (from AMP)	M	PI	↑		16.91%	No data	20.14%	17.62%	No data	No data	38.88%	42.07%	27.12%	No data	No data	10.28%	10.28%	
26.1.02 (PI 36)	Depreciated Replacement Cost (DRC) as a % of Gross Replacement Cost (GRC)	M	PI	↓		49.96%	No data	45.16%	35.33%	No data	No data	58.18%	49.06%	47.54%	No data	60.38%	29.37%	44.87%	
26.2.01 (PI 33)	Average cost (client) of repairing routine faults (ex component replacement)	L	PI	↓		£40.18	No data	No data	£122.11	No data	No data	£53.09	£52.63	£67.00	£544.30	No data	£177.13	£360.72	
26.2.02 (PI 34b)	Individual cost of night inspecting a street light per light	M	PI	↓		No data	No data	No data	No data	No data	No data	No data	No data	£0.00	No data	No data	£0.22	£0.22	
26.2.03 (PI 42)	Revenue allocation per street light excluding electricity costs	H	PI	↓		£7.13	No data	£23.27	£12.15	No data	No data	£8.00	£7.23	£11.56	£31.84	£26.96	£11.74	£23.51	
26.2.04 (PI 43)	Capital allocation per street light – replacement	H	PI	↓		£10.93	No data	£20.40	£7.66	No data	No data	£39.58	£23.62	£20.44	£56.37	£90.23	£6.35	£50.98	
26.2.05 (PI 01c)	Total investment in infrastructure per street light	H	PI	↓		£18.05	No data	£43.66	£19.80	No data	No data	£47.59	£30.85	£31.99	£8.21	£117.20	£8.09	£74.50	
26.3.02 (PI 06a)	Energy cost per street lamp	H	PI	↓		£46.53	No data	£68.69	£38.30	£33.88	No data	£29.65	£48.54	£44.27	No data	£2.84	£7.22	£50.03	
Environmental																			
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M	PI	↓	159.75	No data	No data	130.58	110.90	No data	No data	No data	133.74	No data	No data	No data	0.00	
27.3.01 (PI 37b)	Co2 emissions (kg) per street light	M	PI	↓		36.13	No data	49.06	29.69	26.55	30.08	23.17	35.77	32.92	35.00	No data	25.75	30.38	
27.3.05 (PI 38d)	% of street lamps which had a registered dimming regime	M	PI	↑		75.83%	No data	64.81%	No data	0.00%	51.71%	57.41%	74.21%	54.00%	0.00%	55.90%	0.00%	18.63%	

SCOTS Road Asset Management Project - Task 4		FAMILY GROUP 3 (Semi Urban)										FAMILY GROUP 4 (Urban)										FAMILY GROUP 5 (City)					Scotland Average						
Performance Indicator Results 2023/24		8082, 8064, 8134, 8027, 8059, 8042, 8120, 8040, 8109, Group Average										8087, 8014, 8137, 8071, 8060, 8121, 8036, 8057, Group Average										8073, 8159, 8015, 8016, Group Average					Scotland Average						
Ref	Indicator	Y	H	PI	Stat	Target	8082	8064	8134	8027	8059	8042	8120	8040	8109	Group Average	8087	8014	8137	8071	8060	8121	8036	8057	Group Average	8073	8159	8015	8016	Group Average	Scotland Average		
SCOTS headline financial PI																																	
0.1.01 (PI 63a)	Total expenditure by carriageway network length (£ per Km)	Y	H	PI	↓		£9,997	£4,385	£16,668	No data	£14,187	£9,549	£15,254	£12,860	£15,273	£12,122	£12,145	No data	£17,283	£10,320	£25,726	No data	£5,983	No data	£14,291	£3,599	£13,415	£43,050	£20,987	£20,258	£11,641		
0.1.02 (PI 63b)	Total expenditure by carriageway network length (£ per Km) excluding CEC	Y	H	PI	↓		£9,580	£4,385	£16,668	No data	£14,089	£8,082	£15,034	£12,860	£14,664	£11,895	£12,145	No data	£16,716	£10,315	£24,904	No data	£5,021	No data	£13,820	£3,599	£13,320	£42,922	£20,916	£20,189	£11,328		
Customer Service																																	
3.1.01 (PI 37)	% of customer enquiries/requests for service closed off within Council's own identified response times	H	H	PI	↑		90.23%	No data	55.52%	No data	96.13%	89.29%	83.36%	63.21%	75.17%	78.99%	No data	No data	No data	76.84%	No data	No data	No data	No data	No data	76.84%	No data	No data	No data	No data	0.00%	79.30%	
3.1.02	Total number of customer enquiries / requests for service received	H	H	Stat	↓		5,927	No data	14,651	No data	8,944	4,426	9,275	2,574	8,738	7,791	No data	No data	3,652	9,538	2,041	No data	6,594	No data	5,456	8,905	2,909	No data	No data	5,907	5,996		
3.3.01 (PI 61)	% of enquiries made under the Freedom of Information Act that were dealt with within the allowable time	H	H	PI	↑		98.00%	45.88%	89.51%	No data	92.41%	96.03%	97.64%	No data	95.83%	87.90%	No data	No data	89.86%	45.56%	98.06%	No data	No data	No data	No data	77.83%	97.03%	No data	No data	No data	97.03%	86.21%	
3.3.02	Total number of enquiries received under the Freedom of Information Act	H	H	Stat	↓		150	194	305	No data	188	79	126	339	No data	312	212	No data	No data	138	90	155	No data	No data	No data	128	101	No data	No data	No data	101	151	
Carriageways																																	
1.1.01 (PI 03a)	% of emergency (Cat 1) defects made safe within response times	M	H	PI	↑		83.33%	77.42%	68.90%	No data	100.00%	100.00%	96.27%	No data	No data	87.65%	No data	No data	No data	100.00%	95.24%	No data	No data	No data	No data	97.62%	92.86%	No data	No data	89.02%	90.94%	84.75%	
1.2.01 (PI 39a)	% of safety inspections completed on time	M	H	PI	↑		99.62%	100.00%	92.02%	95.49%	95.93%	94.94%	96.48%	63.48%	86.10%	91.56%	100.00%	No data	75.48%	94.12%	99.42%	No data	No data	No data	No data	93.55%	No data	100.00%	No data	100.00%	94.15%		
1.3.01	Total number of emergency (Cat 1) defects	M	H	Stat	↓		12	520	299	522	21	161	309	283	205	216	23	No data	25	1	21	No data	No data	No data	No data	16	14	178	No data	173	122	115	
1.3.02	Total number of 3rd party claims	M	H	Stat	↓		79	66	374	294	252	94	222	116	217	190	190	No data	66	66	11	No data	No data	No data	No data	71	122	176	62	2896	1027	283	
1.3.03	Total number of 3rd party claims per Km of carriageway	M	H	Stat	↓		0.06	0.06	0.15	0.42	0.24	0.08	0.10	0.11	0.21	0.16	0.08	No data	0.14	0.18	0.05	No data	No data	No data	No data	0.11	0.12	0.10	No data	1.50	0.57	0.16	
1.4.01 (PI 114)	% of carriageway network subject to precautionary salting treatment	H	H	PI	↑		45.91%	45.66%	52.03%	No data	45.62%	42.70%	51.29%	44.13%	49.37%	47.09%	56.23%	No data	56.44%	33.32%	49.79%	No data	No data	No data	No data	50.29%	43.86%	52.70%	No data	44.59%	47.05%	43.25%	
1.4.02	% of carriageway network deemed top priority (Winter Maintenance operations)	H	H	PI	↑		45.91%	45.66%	35.84%	No data	45.62%	42.70%	51.29%	44.13%	49.37%	45.07%	56.23%	No data	56.44%	14.09%	22.47%	No data	No data	No data	No data	40.98%	26.47%	52.70%	No data	44.59%	41.25%	40.47%	
1.4.03	Route efficiency (Winter Maintenance operations)	M	H	Stat	↓		61.89%	161.17%	67.20%	No data	63.52%	51.85%	52.30%	47.02%	80.06%	73.18%	64.12%	No data	54.40%	82.27%	52.65%	No data	No data	No data	No data	66.89%	63.38%	48.59%	No data	50.98%	54.99%	64.45%	
1.4.04	Average route length (Winter Maintenance operations)	M	H	Stat	↓		91.13	21.60	81.76	No data	83.89	97.45	119.63	96.41	43.47	89.54	87.33	No data	84.47	50.3	85.71	No data	No data	No data	No data	79.45	70.20	47.84	No data	105.19	74.34	74.19	
1.4.05	Total actual length treated with precautionary treatment (Winter Maintenance operations)	M	H	Stat	↓		64.903	28.188	95.830	No data	58.345	34.814	167.477	33.544	44.092	65.899	3.360	No data	29.225	0	20.984	No data	No data	No data	No data	12.510	41.769	25.226	No data	49.925	38.973	57.170	
1.4.06	% top priority routes completed on time (Winter Maintenance operations)	M	H	Stat	↓		97.57%	100.00%	100.00%	No data	99.54%	88.82%	100.00%	100.00%	100.00%	98.24%	98.33%	No data	100.00%	No data	100.00%	No data	No data	No data	No data	99.58%	100.00%	99.63%	No data	94.95%	98.19%	98.75%	
1.4.07	Total salt usage by total network length	M	H	Stat	↓		5.71	4.03	2.69	0.00	4.99	4.14	8.02	3.58	5.63	4.31	3.63	No data	6.23	3.25	7.97	No data	No data	No data	No data	5.30	13.09	7.51	0.00	2.92	5.88	5.40	
1.4.08	Total salt usage by total actual precautionary treated length	M	H	Stat	↓		0.11	0.16	0.07	No data	0.09	0.14	0.11	0.11	0.14	0.12	0.32	No data	0.10	No data	0.14	No data	No data	No data	No data	0.27	0.33	0.18	No data	0.11	0.21	0.39	
1.4.09	Average salt usage (tonnes) per precautionary run	M	H	Stat	↓		5.80	2.99	4.30	No data	4.19	5.33	6.90	0.00	4.49	4.25	18.08	No data	4.31	No data	3.21	No data	No data	No data	No data	35.66	No data	15.32	16.15	2.12	No data	6.03	11.58
1.4.10	The stated (policy) time for completion of treatment of your highest priority routes (Winter Maintenance operations)	M	H	Stat	↓		3.00	2.50	3.00	No data	3.00	3.00	3.75	3.00	3.00	2.36	3.00	No data	3.00	3.00	3.00	No data	No data	No data	No data	2.40	3.00	3.00	0.00	5.00	2.75	2.47	
1.4.11	The stated (policy) time for mustering (Winter Maintenance operations)	M	H	Stat	↓		1.00	1.50	0.50	0.00	1.00	1.00	1.00	0.00	0.67	1.00	1.00	No data	2.00	1.00	0.00	No data	No data	No data	No data	1.00	1.00	1.00	0.00	1.00	0.75	0.83	
1.5.01 (PI 211a)	% of respondents satisfied with the way the Council undertakes gritting & snow clearance of carriageways	H	H	PI	↑		64.70%	No data	No data	No data	53.70%	75.00%	No data	No data	51.60%	69.40%	62.88%	79.20%	No data	74.40%	41.70%	69.10%	No data	No data	No data	66.10%	55.30%	No data	No data	No data	55.30%	63.38%	
Condition/Asset Preservation																																	
2.1.01 (PI 40)	% of carriageway length to be considered for maintenance treatment	Y	H	PI	↓		33.00%	33.20%	31.60%	39.00%	32.50%	35.50%	31.90%	40.10%	31.10%	33.50%	33.20%	No data	36.00%	32.73%	33.20%	No data	No data	No data	No data	32.04%	27.00%	27.90%	34.30%	29.20%	30.10%	32.56%	
2.1.02 (PI 41a)	% of carriageway length treated	Y	H	PI	↓		1.77%	2.62%	2.69%	2.11%	4.69%	2.48%	1.37%	1.32%	1.32%	2.39%	2.89%	No data	3.20%	1.54%	1.92%	No data	No data	No data	No data	1.98%	2.68%	2.08%	3.16%	3.93%	2.96%	2.77%	
2.3.01	% of carriageway area – surface dressed	H	H	Stat	↓		0.00%	No data	0.17%	0.00%	0.89%	0.00%	1.03%	0.00%	0.81%	0.36%	0.00%	No data	0.00%	0.00%	0.00%	No data	No data	No data	0.00%	0.00%	0.52%	0.30%	0.00%	0.21%	1.00%		
2.3.02	% of carriageway area – thin/micro surface (up to 25mm)	H	H	Stat	↓		0.00%	No data	0.32%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.94%	0.00%	No data	0.00%	0.00%	0.00%	No data	No data	No data	0.00%	0.00%	0.00%	0.63%	0.05%	0.17%	0.04%		
2.3.03	% of carriageway area – thin overlay (>25mm and less than 60mm)	H	H	Stat	↓		1.08%	No data	0.02%	0.00%	0.58%	1.38%	0.92%	0.01%	0.39%	0.00%	0.00%	No data	0.00%	0.12%	0.00%	No data	No data	No data	0.83%	0.00%	0.00%	0.00%	0.00%	0.18%	0.16%		
2.3.04	% of carriageway area – moderate overlay (60mm – 100mm)	H	H	Stat	↓		0.00%	No data	0.48%	0.00%	0.05%	0.00%	0.07%	0.00%	0.16%	0.00%	0.00%	No data	0.24%	0.00%	0.00%	No data	No data	No data	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
2.3.05	% of carriageway area – structural overlay (>100mm)	H	H	Stat	↓		0.00%	No data	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No data	0.00%	0.00%	0.00%	No data	No data	No data	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
2.3.06	% of carriageway area – thin inlay (less than 60mm)	H	H	Stat	↓		0.55%	No data	0.27%	0.00%	0.00%	0.09%	1.07%	0.00%	0.08%	0.26%	0.00%	No data	0.02%	0.76%	1.88%	No data	No data	No data	0.53%	2.54%	1.21%	0.00%	1.92%	1.42%	0.44%		
2.3.07	% of carriageway area – moderate inlay (60mm – 100mm)	H	H	Stat	↓		0.00%	No data	0.79%	0.00%	0.42%	1.42%	0.00%	0.30%	1.32%	0.87%	0.86%	No data	3.00%	0.17%	0.23%	No data	No data	No data	1.23%	0.00%	0.00%	0.00%	0.79%	0.20%	0.53%		
2.3.08	% of carriageway area – structural inlay (>100mm)	H	H	Stat	↓		0.00%	No data	0.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.06%	No data	0.00%	0.08%	0.00%	No data	No data	No data	0.03%	0.00%	0.00%	0.00%	0.07%	0.02%	0.02%		
2.3.14	% of carriageway area – planned patching	H	H	Stat	↓		0.00%	No data	0.69%	0.20%	0.00%	0.00%	0.11%	0.00%	0.01%	0.13%	0.06%	No data	0.00%	0.10%	0.04%	No data	No data	No data	0.04%	0.00%	0.00%	0.00%	0.05%	0.01%	0.08%		
2.3.09	% of carriageway area – fully reconstructed	H	H	Stat	↓		0.00%	No data	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.92%	0.00%	No data	0.00%	0.00%	0.01%	No data	No data	No data	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%		
2.3.10	% of "A" Class roads to be considered for maintenance treatment	H	H																														

SCOTS Road Asset Management Project - Task 4 Performance Indicator Results 2023/24 Authorities in red have NOT returned data		FAMILY GROUP 3 (Semi Urban)										FAMILY GROUP 4 (Urban)							FAMILY GROUP 5 (City)					Scotland Average							
Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Authority	8082	8064	8134	8027	8059	8042	8120	8040	8109	Group Average	8087	8014	8137	8071	8060	8121	8036	8057	Group Average	8073	8159	8015	8016	Group Average	Scotland Average	
						East Ayrshire Council	East Lothian Council	Fife Council	Midlothian Council	North Ayrshire Council	South Ayrshire Council	South Lanarkshire Council	Stirling Council	West Lothian Council	Group Average	Clackmannanshire Council	East Dumbartonshire Council	East Renfrewshire Council	Falkirk Council	Inverclyde Council	North Lanarkshire Council	Renfrewshire Council	West Dumbartonshire Council	Group Average	Aberdeen City Council	Dundee City Council	City of Edinburgh Council	Glasgow City Council	Group Average	Scotland Average	
32.3.04	No of bridges / structures owned or maintained		H	Stat	◆	616	391	397	172	468	371	750	522	594	476	123	No data	245	282	163	No data	317	No data	226	201	No data	331	183	238	581	
	Functionality																														
34.1.01 (PI 304)	% of Council owned bridges failing European standards		H	PI	↓	6.16%	2.30%	11.84%	1.16%	1.28%	0.81%	0.93%	0.00%	0.67%	2.79%	No data	No data	0.41%	1.77%	0.61%	No data	1.26%	No data	1.01%	1.00%	No data	14.80%	8.20%	8.00%	3.27%	
34.2.01 (PI 305)	% of Council road bridges with unacceptable weight, height or width restriction		H	PI	↓	0.49%	No data	5.29%	1.74%	0.43%	0.54%	1.33%	0.00%	0.34%	1.27%	1.63%	No data	1.63%	No data	1.23%	No data	0.63%	No data	1.28%	5.47%	No data	7.25%	7.10%	6.61%	1.74%	
34.3.01	No of Council bridges weight restricted (excluding acceptable weight restrictions)		H	Stat	↓	3	0	8	0	2	2	7	0	0	2	0	No data	3	0	0	No data	0	No data	1	1	No data	0	1	1	3	
34.3.02	No of Council bridges with imposed height / width restriction (for year on year comparison)		H	Stat	◆	0	No data	13	3	0	0	3	0	2	3	2	No data	1	No data	2	No data	2	No data	2	10	No data	24	12	15	4	
34.3.03	No of Council bridges with acceptable weight restriction		H	Stat	◆	2	0	3	1	0	1	0	0	3	1	2	No data	3	5	1	No data	0	No data	2	1	No data	5	4	3	5	
34.3.04	No of Council bridges with imposed width restriction		H	Stat	◆	0	No data	8	2	0	0	2	0	0	2	2	No data	1	No data	0	No data	0	No data	1	1	No data	2	1	1	1	
34.3.05	No of Council bridges with imposed height restriction		H	Stat	◆	0	No data	5	1	0	0	1	0	2	1	0	No data	0	3	2	No data	2	No data	1	9	No data	22	11	14	2	
	Financial																														
36.1.01 (PI 306)	Annual budget allocated as a % of cost of identified work (from AMP)		L	PI	↑	7.64%	No data	6.18%	5.48%	16.17%	9.99%	72.62%	No data	30.70%	21.25%	81.14%	No data	No data	6.05%	23.90%	No data	No data	No data	37.03%	9.17%	No data	No data	13.66%	11.42%	30.24%	
36.2.01 (PI 307)	% of allocated budget spent per annum		L	PI	↑	31.51%	No data	72.04%	53.17%	78.48%	16.08%	87.97%	123.11%	94.65%	69.63%	100.00%	No data	No data	97.41%	98.29%	No data	No data	No data	98.57%	92.27%	No data	No data	11.49%	51.88%	68.33%	
36.2.02 (PI 308)	Cost of identified potential work as a % of total structures valuation		L	PI	↓	26.76%	No data	29.30%	3.89%	4.76%	9.49%	1.85%	0.55%	1.69%	9.79%	0.34%	No data	No data	No data	1.49%	No data	No data	No data	0.92%	1.29%	No data	No data	2.04%	1.67%	9.81%	
36.3.01	% of budget spent repairing 3rd party damage		L	Stat	↓	0.91%	No data	0.06%	17.74%	0.00%	6.65%	1.27%	No data	2.12%	4.10%	No data	No data	No data	0.00%	No data	No data	No data	0.00%	0.00%	No data	No data	No data	0.00%	0.00%	3.96%	
36.3.02	Annual expenditure to remove unacceptable restrictions by weight/height/width		L	Stat	◆	£0	£0	£6,171,617	£0	£0	£0	£0	£0	£0	£685,735	£0	No data	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£39,936	£9,984	£283,157
	Traffic Management Systems																														
	Safety																														
41.1.01 (PI 55)	% of faults rectified within target time		Y	H	PI	↑	92.37%	No data	97.47%	No data	92.56%	100.00%	99.42%	97.44%	99.23%	96.93%	85.71%	No data	90.00%	96.08%	No data	No data	No data	90.60%	97.03%	No data	95.98%	98.28%	97.10%	92.79%	
41.1.02 (PI 56)	% of faults rectified on first visit		Y	M	PI	↑	94.27%	No data	92.42%	No data	88.37%	94.59%	95.56%	No data	92.53%	92.96%	85.71%	No data	93.85%	90.20%	No data	No data	No data	89.92%	No data	No data	98.01%	89.99%	94.00%	93.75%	
	Financial																														
46.1.01	% of Traffic Management Systems expenditure which is planned maintenance spend		L	Stat	◆	10.59%	No data	84.03%	No data	28.41%	No data	98.14%	No data	100.00%	64.23%	16.35%	No data	No data	99.27%	91.34%	No data	No data	No data	68.99%	96.75%	No data	63.22%	52.56%	70.84%	72.62%	
	Street Furniture																														
	Financial																														
56.1.01	% of total Roads & Lighting expenditure which is spent on Street Furniture		L	Stat	◆	0.92%	No data	3.46%	No data	1.84%	1.53%	2.04%	No data	0.79%	1.76%	1.10%	No data	No data	1.33%	1.80%	No data	No data	No data	1.41%	8.08%	No data	0.18%	3.06%	3.77%	2.27%	
	All assets service delivery																														
	Safety																														
61.1.01 (PI 60)	Km inspected per Safety Inspector (carriageways & footways)		H	PI	↑	734.54	No data	No data	No data	1098.02	693.95	No data	No data	No data	842.17	No data	No data	No data	924.74	704.30	No data	221.07	No data	616.70	No data	No data	No data	No data	0.00	980.29	
61.2.01 (PI 212a)	% satisfied with the Council's time taken to complete roadworks ("Always/Usually" aware of organisation)		H	PI	↑	28.60%	No data	No data	No data	40.30%	38.50%	No data	66.70%	43.40%	43.50%	45.50%	No data	33.30%	20.00%	13.60%	No data	No data	No data	28.10%	50.00%	No data	No data	No data	50.00%	38.46%	
61.2.02 (PI 208a)	% satisfied with the overall service delivery		H	PI	↑	12.50%	No data	No data	No data	24.50%	15.40%	No data	15.20%	21.00%	17.72%	42.90%	No data	14.90%	16.00%	13.60%	No data	No data	No data	21.85%	2.40%	No data	No data	No data	2.40%	20.24%	
61.2.03 (PI 208b)	% dissatisfied with the overall service delivery		H	PI	↓	75.00%	No data	No data	No data	59.10%	80.80%	No data	69.70%	63.20%	69.56%	42.90%	No data	76.60%	64.00%	77.30%	No data	No data	No data	65.20%	76.20%	No data	No data	No data	76.20%	66.17%	

SCOTS Road Asset Management Project - Task 4 Performance Indicator Results 2023/24 Authorities in red have NOT returned data		SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position	FAMILY GROUP 3 (Semi Urban)											FAMILY GROUP 4 (Urban)							FAMILY GROUP 5 (City)					Scotland Average		
						Authority											Authority							Authority							
						8082	8064	8134	8027	8059	8042	8120	8040	8109	Group Average	8087	8014	8137	8071	8060	8121	8036	8057	Group Average	8073	8159	8015	8016		Group Average	
Ref	Indicator					East Ayrshire Council	East Lothian Council	Fife Council	Midlothian Council	North Ayrshire Council	South Ayrshire Council	South Lanarkshire Council	Stirling Council	West Lothian Council	Group Average	Clackmannanshire Council	East Dumbartonshire Council	East Renfrewshire Council	Falkirk Council	Inverclyde Council	North Lanarkshire Council	Renfrewshire Council	West Dumbartonshire Council	Group Average	Aberdeen City Council	Dundee City Council	City of Edinburgh Council	Glasgow City Council	Group Average		
Street Lighting																															
Safety																															
21.2.01 (PI 39)	% of columns with a valid structural inspection (last 6 years)	L	PI	↑	No data	80.09%	0.00%	No data	No data	No data	No data	No data	0.00%	26.70%	No data	No data	No data	85.85%	No data	No data	No data	85.85%	100.00%	15.02%	100.00%	£0	53.76%	27.91%			
21.2.02 (PI 40)	% of street lanterns with a valid Electrical Test Certificate	H	PI	↑	No data	0.00%	39.80%	100.00%	32.39%	No data	70.62%	No data	95.31%	56.35%	No data	No data	No data	87.02%	No data	No data	No data	87.02%	2.17%	66.99%	81.55%	£0	46.72%	52.11%			
Condition/Asset Preservation																															
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H	PI	↓	5.40%	9.38%	4.21%	7.44%	10.11%	3.58%	5.62%	2.67%	1.28%	5.52%	No data	No data	3.30%	3.32%	2.19%	No data	No data	No data	2.94%	9.09%	1.04%	2.46%	No data	4.20%	4.88%	
22.2.02	% of columns which have exceeded their Expected Service Life	M	L	Stat	↓	34.91%	32.76%	30.12%	No data	17.07%	33.47%	36.34%	34.95%	22.94%	30.32%	No data	No data	No data	20.16%	No data	No data	No data	20.16%	46.02%	25.42%	48.22%	£1	42.68%	33.32%		
22.2.03	% of lanterns which have exceeded their Expected Service Life	L	M	Stat	↓	No data	0.52%	3.84%	15.61%	6.98%	0.00%	0.00%	8.62%	1.26%	4.60%	0.00%	No data	No data	1.30%	No data	No data	No data	0.00%	0.43%	0.00%	0.60%	No data	11.21%	6.02%		
22.3.02	% of columns replaced	M	M	Stat	↓	0.00%	1.73%	1.25%	1.84%	No data	1.08%	0.73%	0.71%	0.96%	1.04%	No data	No data	No data	1.10%	No data	No data	No data	0.30%	0.70%	0.56%	1.37%	0.20%	£0	0.82%	1.14%	
22.3.03	% of lanterns replaced	M	M	Stat	↓	1.58%	1.57%	4.44%	5.85%	0.00%	1.21%	1.49%	1.22%	1.07%	2.05%	0.00%	No data	No data	0.00%	0.00%	No data	No data	0.84%	0.17%	3.60%	0.95%	0.35%	£0	4.24%	2.08%	
Customer Service																															
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H	PI	↑	90.96%	No data	93.08%	No data	No data	92.39%	31.83%	48.98%	96.50%	75.62%	No data	No data	94.38%	93.47%	86.88%	No data	No data	No data	91.58%	96.52%	94.76%	33.20%	No data	74.83%	74.27%	
23.1.02 (PI 03b)	% of repairs within target time	H	H	PI	↑	90.96%	No data	93.08%	98.99%	No data	92.39%	76.09%	98.36%	96.50%	92.34%	No data	No data	94.38%	93.47%	No data	No data	No data	No data	93.93%	96.52%	94.76%	33.20%	No data	74.83%	84.76%	
23.1.03 (PI 03c)	% of repairs within 21 days	H	H	PI	↑	99.04%	No data	98.69%	No data	No data	99.32%	51.20%	84.84%	99.20%	88.72%	No data	No data	97.94%	No data	No data	No data	No data	No data	97.94%	96.52%	100.00%	No data	No data	98.26%	90.60%	
23.2.01 (PI 20)	Average time taken to repair (days)	H	H	PI	↓	3.22	3.00	16.96	3.00	No data	2.75	24.00	No data	2.80	7.96	No data	No data	4.00	4.00	No data	No data	No data	No data	4.00	No data	5.22	No data	No data	5.22	9.57	
23.2.02 (PI 27)	Public calls as a % of faults	M	H	PI	↓	101.74%	No data	120.54%	54.26%	109.96%	107.47%	151.84%	100.00%	145.38%	111.40%	No data	No data	158.05%	98.15%	No data	No data	No data	No data	128.10%	71.01%	285.39%	No data	115.78%	157.39%	127.13%	
23.2.03 (PI 28)	Public calls as a % of street lights	M	H	PI	↓	5.49%	No data	5.06%	4.04%	11.12%	3.85%	8.53%	2.67%	1.86%	5.33%	No data	No data	5.22%	3.26%	No data	No data	No data	No data	5.41%	4.63%	6.46%	2.99%	No data	4.72%	5.41%	
23.3.02	% of street lights which are LED	M	H	Stat	↑	92.64%	84.98%	62.43%	100.00%	84.53%	100.00%	99.91%	No data	98.98%	90.43%	97.69%	No data	93.27%	102.64%	No data	No data	No data	No data	99.73%	98.33%	102.90%	98.40%	91.88%	60.63%	88.45%	89.34%
23.4.01 (PI 45a)	Only regarding roads locally, % of respondents satisfied with the street lighting	H	M	PI	↑	58.80%	No data	No data	No data	64.80%	42.30%	No data	62.50%	68.90%	59.46%	78.60%	No data	71.70%	72.00%	50.60%	No data	No data	No data	68.23%	53.70%	No data	No data	No data	53.70%	63.78%	
Availability																															
24.3.01	Number of night inspections annually	H	H	Stat	↓	0.00	0.00	0.00	12.00	0.00	0.00	0.00	0.00	11.00	2.56	0.00	No data	No data	No data	9.00	No data	No data	No data	3.00	0.00	0.00	0.00	0.00	0.00	1.50	
Financial																															
26.1.01 (PI 35)	Actual capital investment as a % of annual depreciation (from AMP)	M	H	PI	↑	121.31%	No data	27.25%	No data	112.59%	26.97%	21.88%	No data	75.67%	64.28%	13.16%	No data	No data	35.84%	No data	No data	No data	No data	24.50%	63.38%	44.38%	No data	31.61%	46.46%	42.35%	
26.1.02 (PI 36)	Depreciated Replacement Cost (DRC) as a % of Gross Replacement Cost (GRC)	M	H	PI	↓	45.85%	No data	39.10%	No data	55.40%	50.37%	47.97%	19.97%	51.38%	43.43%	No data	No data	No data	50.26%	No data	No data	No data	No data	50.26%	0.04%	63.58%	No data	43.38%	35.67%	43.82%	
26.2.01 (PI 33)	Average cost (client) of repairing routine faults (eg component replacement)	L	M	PI	↓	£266.27	£195.42	£353.76	No data	No data	£444.15	£351.99	No data	£318.31	£38.88	No data	No data	No data	£38.88	No data	No data	No data	No data	£38.88	£121.90	£472.04	No data	£225.94	£273.29	£229.32	
26.2.02 (PI 34b)	Individual cost of night inspecting a street light per light	M	H	PI	↓	No data	No data	No data	£0.01	No data	No data	No data	No data	£0.08	£0.05	No data	No data	No data	No data	5.00%	No data	No data	No data	£0.05	No data	No data	No data	No data	£0.00	£0.09	
26.2.03 (PI 42)	Revenue allocation per street light excluding electricity costs	H	H	PI	↓	£14.38	£18.33	£37.67	No data	£14.01	£16.37	£30.99	£79.51	£16.71	£28.50	£42.63	No data	No data	£22.88	£17.64	No data	No data	No data	£27.72	£27.66	£75.02	No data	£67.11	£56.60	£27.69	
26.2.04 (PI 43)	Capital allocation per street light - replacement	H	H	PI	↓	£52.81	£26.18	£22.90	No data	£48.34	£9.88	£17.42	£4.10	£37.42	£27.38	£14.63	No data	No data	£31.03	£15.74	No data	No data	No data	£20.47	£50.90	£31.06	No data	£25.48	£35.81	£29.23	
26.2.05 (PI 01c)	Total investment in infrastructure per street light	H	H	PI	↓	£67.19	£44.51	£60.57	No data	£62.35	£26.25	£48.40	£83.61	£54.13	£55.88	£57.26	No data	No data	£53.91	£33.38	No data	No data	No data	£48.18	£78.56	£106.08	No data	£92.59	£92.41	£56.92	
26.3.02 (PI 06a)	Energy cost per street lamp	H	H	PI	↓	£61.56	No data	£37.20	No data	£51.21	£51.79	£42.57	£62.30	£39.62	£49.46	No data	No data	No data	£42.54	£43.24	No data	No data	No data	£48.97	No data	£43.55	£43.38	No data	£43.47	£47.37	
Environmental																															
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M	PI	↓	215.60	No data	119.51	No data	174.09	159.98	No data	No data	145.40	162.92	No data	No data	No data	150.41	132.56	No data	No data	No data	141.49	265.32	No data	123.37	290.79	226.49	167.56	
27.3.01 (PI 37b)	Co2 emissions (kg) per street light	M	M	PI	↓	50.91	33.04	27.98	No data	40.64	37.94	29.18	48.39	33.10	37.65	No data	No data	No data	42.80	35.83	31.46	No data	No data	40.88	37.69	59.12	32.10	34.37	85.21	62.70	38.16
27.3.05 (PI 38d)	% of street lamps which had a registered dimming regime	M	M	PI	↑	0.15%	0.00%	98.93%	No data	0.00%	0.00%	87.54%	0.38%	0.00%	23.38%	0.00%	No data	0.00%	63.62%	5.09%	No data	No data	No data	13.74%	90.83%	88.36%	No data	12.92%	64.04%	33.11%	




SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position - Authority	FAMILY GROUP 1 (Rural)										FAMILY GROUP 2 (Island)				
						GRP														
						PIN	8000	8001	8072	8145	8055	8086	8063	8158	Group Average	8081	8037	8101	Group Average	
		Aberdeenshire Council	Angus Council	Argyll & Bute Council	Scottish Borders Council	Dumfries & Galloway Council	Highland Council	Moray Council	Perth & Kinross Council		Orkney Islands Council	Shetland Islands Council	Comhairle Nan Eilean Siar							
SCOTS headline PI																				
0.1.01 (PI 63a)	Total expenditure by carriageway network length (£ per Km)	Y	H	PI	♦	£4,563	£6,806	£9,527	£5,356	£6,231	No data	£8,957	£9,000	£7,206	£2,820	£5,042	£3,835	£3,899		
0.1.02 (PI 63b)	Total expenditure by carriageway network length (£ per Km) excluding CEC	Y	PI	PI	♦	£4,563	£6,806	£9,118	£5,356	£6,231	No data	£8,957	£9,000	£7,147	£2,449	£4,751	£3,592	£3,597		
Carriageways																				
Safety																				
1.4.01 (PI 114)	% of carriageway network subject to precautionary salting treatment	Y	H	PI	↑	31.33%	33.03%	54.58%	38.55%	36.12%	No data	38.19%	37.34%	38.45%	38.63%	23.95%	23.40%	28.66%		
Condition/Asset Preservation																				
2.1.01 (PI 40)	% of carriageway length to be considered for maintenance treatment	Y	H	PI	♦	22.23%	32.28%	49.80%	41.20%	49.30%	38.60%	25.90%	31.60%	36.36%	21.70%	30.60%	38.50%	30.27%		
2.1.02 (PI 41a)	% of carriageway length treated	Y	H	PI	♦	4.32%	2.23%	No data	1.79%	3.09%	No data	4.78%	3.69%	3.32%	1.25%	7.15%	3.14%	3.85%		
Financial																				
6.1.01	Total carriageway maintenance expenditure by carriageway network length	Y	H	Stat	♦	£3,869	£5,272	£6,971	£3,713	£5,221	No data	£6,442	£5,639	£5,304	£1,887	£3,787	£1,970	£2,548		

 SCOTS Road Asset Management Project - Task 4 SCOTS Executive PIs 2023/24 <small>Authorities in red have NOT returned data</small>		SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position - Authority	FAMILY GROUP 1 (Rural)									FAMILY GROUP 2 (Island)				
						GRP	8000	8001	8072	8145	8055	8086	8063	8158		8081	8037	8101	
						PIN	Aberdeenshire Council	Angus Council	Argyll & Bute Council	Scottish Borders Council	Dumfries & Galloway Council	Highland Council	Moray Council	Perth & Kinross Council	Group Average	Orkney Islands Council	Shetland Islands Council	Comhairle Nan Eilean Siar	Group Average
Ref	Indicator																		
	Footways																		
	Condition/Asset Preservation																		
12.1.01 (PI 47)	% of footway length to be considered for maintenance treatment	Y	L	PI	↓	20.50%	No data	No data	No data	No data	No data	No data	1.25%	10.88%	21.80%	No data	5.10%	13.45%	
12.1.02 (PI 48a)	% of footway length treated	Y	M	PI	↓	0.40%	0.17%	No data	0.48%	0.12%	No data	0.71%	0.59%	0.41%	0.93%	1.58%	0.15%	0.89%	
	Financial																		
16.1.01 (PI 49a)	Total footway maintenance expenditure by footway length	Y	L	PI	↓	£391	£750	£2,131	£1,656	£92	No data	£1,204	£1,662	£1,126	£1,098	£414	£261	£591	
	Structures																		
	Condition/Asset Preservation																		
32.1.01 (PI 302)	Bridge Stock Condition Indicator - average BSClav	Y	H	PI	↑	71.00	86.59	89.13	No data	89.80	79.36	76.38	83.51	82.25	No data	98.24	95.80	97.02	
32.1.02 (PI 303)	Bridge Stock Condition Indicator - critical BSClcrit	Y	H	PI	↑	60.00	81.75	59.23	No data	94.41	65.35	52.96	71.79	69.36	No data	95.60	82.60	89.10	
	Traffic Management Systems																		
	Safety																		
41.1.01 (PI 55)	% of faults rectified within target time	Y	H	PI	↑	78.76%	92.00%	No data	100.00%	87.72%	No data	97.62%	91.42%	91.25%	No data	No data	66.67%	66.67%	
	Street Lighting																		
	Condition/Asset Preservation																		
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H	PI	↓	3.66%	No data	No data	5.07%	No data	No data	2.13%	7.37%	4.56%	3.15%	No data	9.96%	6.56%	
22.2.02	% of columns which have exceeded their Expected Service Life	Y	M	Stat	↓	37.04%	No data	No data	43.44%	No data	No data	34.48%	27.90%	35.72%	10.10%	No data	46.63%	28.37%	
	Customer Service																		
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H	PI	↑	54.44%	No data	No data	51.95%	No data	No data	20.89%	97.59%	56.22%	No data	No data	84.83%	84.83%	
	Environmental																		
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M	PI	↓	159.75	No data	No data	130.58	110.90	No data	No data	No data	133.74	No data	No data	No data	0.00	



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position	Authority	FAMILY GROUP 3 (Semi Urban)									
							GRP	PIN	8082	8064	8134	8027	8059	8042	8120	8040
SCOTS headline PI																
0.1.01 (PI 63a)	Total expenditure by carriageway network length (£ per Km)	Y	H	PI	♦		£9,997	£4,385	£16,668	No data	£14,187	£8,549	£15,254	£12,660	£15,273	£12,122
0.1.02 (PI 63b)	Total expenditure by carriageway network length (£ per Km) excluding CEC	Y	PI	PI	♦		£9,580	£4,385	£16,668	No data	£14,089	£8,082	£15,034	£12,660	£14,664	£11,895
Carriageways																
Safety																
1.4.01 (PI 114)	% of carriageway network subject to precautionary salting treatment	Y	H	PI	↑		45.91%	45.66%	52.03%	No data	45.62%	42.70%	51.29%	44.13%	49.37%	47.09%
Condition/Asset Preservation																
2.1.01 (PI 40)	% of carriageway length to be considered for maintenance treatment	Y	H	PI	♦		33.00%	33.20%	31.60%	39.00%	32.50%	35.50%	31.90%	40.10%	31.10%	34.21%
2.1.02 (PI 41a)	% of carriageway length treated	Y	H	PI	♦		1.77%	2.62%	2.69%	2.11%	4.69%	2.48%	2.49%	1.37%	1.32%	2.39%
Financial																
6.1.01	Total carriageway maintenance expenditure by carriageway network length	Y	H	Stat	♦		£5,483	£3,744	£8,550	No data	£9,039	£6,193	£7,315	£6,023	£7,645	£6,749



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

SCOTS Executive PI
Confidence rating (H, M, L)
PI / Stat

GRP
PIN
Ideal Position
Authority

FAMILY GROUP 3 (Semi Urban)										
8082	8064	8134	8027	8059	8042	8120	8040	8109	Group Average	
East Ayrshire Council	East Lothian Council	Fife Council	Midlothian Council	North Ayrshire Council	South Ayrshire Council	South Lanarkshire Council	Stirling Council	West Lothian Council		

Ref	Indicator														
Footways															
Condition/Asset Preservation															
12.1.01 (PI 47)	% of footway length to be considered for maintenance treatment	Y	L	PI	↓	17.50%	No data	No data	No data	11.76%	15.00%	24.10%	19.04%	4.15%	15.26%
12.1.02 (PI 48a)	% of footway length treated	Y	M	PI	↓	0.22%	0.78%	0.54%	No data	0.51%	0.21%	0.31%	No data	0.17%	0.39%
Financial															
16.1.01 (PI 49a)	Total footway maintenance expenditure by footway length	Y	L	PI	↓	£477	No data	£1,200	No data	£1,565	£601	£1,369	£445	£613	£896
Structures															
Condition/Asset Preservation															
32.1.01 (PI 302)	Bridge Stock Condition Indicator - average BSClav	Y	H	PI	↑	83.41	81.13	85.72	87.81	83.11	90.12	81.20	76.97	91.77	84.58
32.1.02 (PI 303)	Bridge Stock Condition Indicator - critical BSClcrit	Y	H	PI	↑	71.95	81.66	76.90	79.55	68.52	83.20	68.60	70.30	83.91	76.07
Traffic Management Systems															
Safety															
41.1.01 (PI 55)	% of faults rectified within target time	Y	H	PI	↑	92.37%	No data	97.47%	No data	92.56%	100.00%	99.42%	97.44%	99.23%	96.93%
Street Lighting															
Condition/Asset Preservation															
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H	PI	↓	5.40%	9.38%	4.21%	7.44%	10.11%	3.58%	5.62%	2.67%	1.28%	5.52%
22.2.02	% of columns which have exceeded their Expected Service Life	Y	M	Stat	↓	34.91%	32.76%	30.12%	No data	17.07%	33.47%	36.34%	34.95%	22.94%	30.32%
Customer Service															
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H	PI	↑	90.96%	No data	93.08%	No data	No data	92.39%	31.83%	48.98%	96.50%	75.62%
Environmental															
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M	PI	↓	215.60	No data	119.51	No data	174.09	159.98	No data	No data	145.40	162.92



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position	Authority	FAMILY GROUP 4 (Urban)										FAMILY GROUP 5 (City)					
							GRP	PIN	8087	8014	8137	8071	8060	8121	8036	8057		8073	8159	8015	8016	
									Clackmannanshire Council	East Dunbartonshire Council	East Renfrewshire Council	Falkirk Council	Inverclyde Council	North Lanarkshire Council	Renfrewshire Council	West Dunbartonshire Council	Group Average	Aberdeen City Council	Dundee City Council	City of Edinburgh Council	Glasgow City Council	Group Average
SCOTS headline PI																						
0.1.01 (PI 63a)	Total expenditure by carriageway network length (£ per Km)	Y	H	PI	♦		£12,145	No data	£17,283	£10,320	£25,726	No data	£5,983	No data	£14,291	£3,599	£13,415	£43,050	£20,967	£20,258		
0.1.02 (PI 63b)	Total expenditure by carriageway network length (£ per Km) excluding CEC	Y	PI	PI	♦		£12,145	No data	£16,716	£10,315	£24,904	No data	£5,021	No data	£13,820	£3,599	£13,320	£42,922	£20,916	£20,189		
Carriageways																						
Safety																						
1.4.01 (PI 114)	% of carriageway network subject to precautionary salting treatment	Y	H	PI	↑		56.23%	No data	56.44%	33.32%	49.79%	No data	55.65%	No data	50.29%	43.86%	52.70%	No data	44.59%	47.05%		
Condition/Asset Preservation																						
2.1.01 (PI 40)	% of carriageway length to be considered for maintenance treatment	Y	H	PI	♦		33.20%	No data	36.00%	32.73%	33.20%	No data	28.10%	No data	32.65%	27.00%	27.90%	34.30%	29.20%	29.60%		
2.1.02 (PI 41a)	% of carriageway length treated	Y	H	PI	♦		0.87%	No data	3.20%	1.54%	1.92%	No data	2.39%	No data	1.98%	2.68%	2.08%	3.16%	3.93%	2.96%		
Financial																						
6.1.01	Total carriageway maintenance expenditure by carriageway network length	Y	H	Stat	♦		£7,955	No data	£11,963	£5,088	£9,093	No data	£1,611	No data	£7,142	£1,687	£6,618	£15,928	£10,244	£8,619		



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Ideal Position	Authority	FAMILY GROUP 4 (Urban)										FAMILY GROUP 5 (City)				
							PIN										PIN				
							8087	8014	8137	8071	8060	8121	8036	8057			8073	8159	8015	8016	
	Footways																				
	Condition/Asset Preservation																				
12.1.01 (PI 47)	% of footway length to be considered for maintenance treatment	Y	L	PI	↓		31.30%	No data	No data	No data	20.00%	No data	No data	No data	25.65%	10.00%	10.00%	40.00%	13.10%	18.28%	
12.1.02 (PI 48a)	% of footway length treated	Y	M	PI	↓		No data	No data	0.78%	No data	0.69%	No data	0.67%	No data	0.71%	0.21%	0.09%	0.92%	0.03%	0.31%	
	Financial																				
16.1.01 (PI 49a)	Total footway maintenance expenditure by footway length	Y	L	PI	↓		£1,391	No data	£392	£397	No data	No data	£421	No data	£650	£341	No data	No data	£402	£371	
	Structures																				
	Condition/Asset Preservation																				
32.1.01 (PI 302)	Bridge Stock Condition Indicator - average BSClav	Y	H	PI	↑		86.88	No data	94.20	85.38	80.58	No data	No data	No data	86.76	83.52	No data	81.19	83.25	82.65	
32.1.02 (PI 303)	Bridge Stock Condition Indicator - critical BSClcrit	Y	H	PI	↑		81.83	No data	68.80	78.25	62.48	No data	No data	No data	72.84	76.03	No data	79.33	56.70	70.69	
	Traffic Management Systems																				
	Safety																				
41.1.01 (PI 55)	% of faults rectified within target time	Y	H	PI	↑		85.71%	No data	90.00%	96.08%	No data	No data	No data	No data	90.60%	97.03%	No data	95.98%	98.28%	97.10%	
	Street Lighting																				
	Condition/Asset Preservation																				
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H	PI	↓		No data	No data	3.30%	3.32%	2.19%	No data	No data	No data	2.94%	9.09%	1.04%	2.46%	No data	4.20%	
22.2.02	% of columns which have exceeded their Expected Service Life	Y	M	Stat	↓		No data	No data	No data	20.16%	No data	No data	No data	No data	20.16%	46.02%	25.42%	48.22%	51.06%	42.68%	
	Customer Service																				
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H	PI	↑		No data	No data	94.38%	93.47%	86.88%	No data	No data	No data	91.58%	96.52%	94.76%	33.20%	No data	74.83%	
	Environmental																				
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M	PI	↓		No data	No data	No data	150.41	132.56	No data	No data	No data	141.49	265.32	No data	123.37	290.79	226.49	



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

Ref	Indicator	SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	GRP		Scotland Average
					PIN	Authority	
SCOTS headline PI							
0.1.01 (PI 63a)	Total expenditure by carriageway network length (£ per Km)	Y	H	PI	♦		£11,541
0.1.02 (PI 63b)	Total expenditure by carriageway network length (£ per Km) excluding CEC	Y	PI	PI	♦		£11,328
Carriageways							
Safety							
1.4.01 (PI 114)	% of carriageway network subject to precautionary salting treatment	Y	H	PI	↑		43.25%
Condition/Asset Preservation							
2.1.01 (PI 40)	% of carriageway length to be considered for maintenance treatment	Y	H	PI	♦		33.49%
2.1.02 (PI 41a)	% of carriageway length treated	Y	H	PI	♦		2.77%
Financial							
6.1.01	Total carriageway maintenance expenditure by carriageway network length	Y	H	Stat	♦		£6,257



SCOTS Road Asset Management Project - Task 4

SCOTS Executive PIs 2023/24

Authorities in red have NOT returned data

SCOTS Executive PI	Confidence rating (H, M, L)	PI / Stat	Authority	GRP	PIN	Scotland Average
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Ref	Indicator	Y	M	L	PI	Stat	Authority	GRP	PIN	Scotland Average
Footways										
Condition/Asset Preservation										
12.1.01 (PI 47)	% of footway length to be considered for maintenance treatment	Y	L		PI			↓		16.54%
12.1.02 (PI 48a)	% of footway length treated	Y	M		PI			⬇		0.49%
Financial										
16.1.01 (PI 49a)	Total footway maintenance expenditure by footway length	Y	L		PI			⬇		£838
Structures										
Condition/Asset Preservation										
32.1.01 (PI 302)	Bridge Stock Condition Indicator - average BSClav	Y	H		PI			↑		85.04
32.1.02 (PI 303)	Bridge Stock Condition Indicator - critical BSClcrit	Y	H		PI			↑		74.07
Traffic Management Systems										
Safety										
41.1.01 (PI 55)	% of faults rectified within target time	Y	H		PI			↑		92.79%
Street Lighting										
Condition/Asset Preservation										
22.2.01 (PI 29a)	Routine faults as a % of street lighting stock	Y	H		PI			↓		4.88%
22.2.02	% of columns which have exceeded their Expected Service Life	Y	M		Stat			↓		33.32%
Customer Service										
23.1.01 (PI 03a)	% of repairs within 7 days	Y	H		PI			↑		74.27%
Environmental										
27.1.01 (PI 18b)	Average annual electricity consumption per street light (kWh)	Y	M		PI			↓		167.56



SCOTS Road Asset Management Project - Task 4
Customer Services Performance Indicator Results 2023/24



PIN	Name of Authority	% of customer enquiries/requests for service classed as within Council's own identified response times	Total number of customer enquiries / requests for service received	% of enquiries made under the Freedom of Information Act that were dealt with within the allowable time	Total number of enquiries received under the Freedom of Information Act
	Confidence rating (H, M, L)	3.1.01 PI 37	3.1.02 PI S85	3.3.01 PI 61	3.3.02 PI S48
	PI / Stat	H	H	H	H
	Ideal Position	↑	↓	↑	↓
	Family Group 1 (Rural)				
8000	Aberdeenshire Council	No data	16,248	90.82%	98
8001	Angus Council	No data	5,288	50.57%	176
8072	Argyll & Bute Council	93.76%	6,231	87.50%	72
8145	Scottish Borders Council	99.49%	5,056	91.96%	112
8055	Dumfries & Galloway Council	33.35%	1,688	97.83%	184
8086	Highland Council	No data	No data	No data	No data
8063	Moray Council	100.00%	2,970	100.00%	88
8158	Perth & Kinross Council	77.50%	4,911	74.65%	142
	Family Group - Average	80.82%	6,056	84.76%	125
	Family Group - High	100.00%	16,248	100.00%	184
	Family Group - Low	33.35%	1,688	50.57%	72
	Family Group 2 (Island)				
8081	Orkney Islands Council	No data	837	90.80%	87
8037	Shetland Islands Council	No data	No data	No data	No data
8101	Comhairle Nan Eilean Siar	76.33%	507	94.29%	35
	Family Group - Average	76.33%	672	92.55%	61
	Family Group - High	76.33%	837	94.29%	87
	Family Group - Low	76.33%	507	90.80%	35
	Family Group 3 (Semi Urban)				
8082	East Ayrshire Council	90.23%	5,927	98.00%	150
8064	East Lothian Council	No data	No data	45.88%	194
8134	Fife Council	55.52%	14,651	89.51%	305
8027	Midlothian Council	No data	No data	No data	188
8059	North Ayrshire Council	96.13%	8,944	92.41%	79
8042	South Ayrshire Council	89.29%	4,428	96.03%	126
8120	South Lanarkshire Council	83.36%	9,275	97.64%	339
8040	Stirling Council	63.21%	2,574	No data	No data
8109	West Lothian Council	75.17%	8,738	95.83%	312
	Family Group - Average	78.99%	7,791	87.90%	212
	Family Group - High	96.13%	14,651	98.00%	339
	Family Group - Low	55.52%	2,574	45.88%	79
	Family Group 4 (Urban)				
8087	Clackmannanshire Council	No data	No data	No data	No data
8014	East Dunbartonshire Council	No data	No data	No data	No data
8137	East Renfrewshire Council	No data	3,652	89.86%	138
8071	Falkirk Council	76.84%	9,538	45.56%	90
8060	Inverclyde Council	No data	2,041	98.06%	155
8121	North Lanarkshire Council	No data	No data	No data	No data
8036	Renfrewshire Council	No data	6,594	No data	No data
8057	West Dunbartonshire Council	No data	No data	No data	No data
	Family Group - Average	76.84%	6,456	77.83%	128
	Family Group - High	76.84%	9,538	98.06%	155
	Family Group - Low	76.84%	2,041	45.56%	90
	Family Group 5 (City)				
8073	Aberdeen City Council	No data	8,905	97.03%	101
8159	Dundee City Council	No data	2,909	No data	No data
8015	City of Edinburgh Council	No data	No data	No data	No data
8016	Glasgow City Council	No data	No data	No data	No data
	Family Group Average	0.00%	5,907	97.03%	101
	Family Group - High	0.00%	8,905	97.03%	101
	Family Group - Low	0.00%	2,909	97.03%	101
	Scotland - Average	79.30%	5,996	86.21%	151
	Scotland - High	100.00%	16,248	100.00%	339
	Scotland - Low	33.35%	507	45.56%	35

Authorities in red have NOT returned data



SCOTS Road Asset Management Project - Task 4
Bridges & Structures Performance Indicator Results 2023/24

PIN	Name of Authority	Safety		Condition/Asset Preservation							Functionality							Financial								
		% of principal inspections carried out on time	% of general inspections carried out on time	Bridge Stock Condition Indicator - average BSCLav	Bridge Stock Condition Indicator - critical BSCLcrit	% of bridges subject to monitoring/special inspection regimes	No of Council owned bridges failing assessment	No of privately owned bridges failing assessment on Council road network	No of bridges / structures owned or maintained	% of Council owned bridges failing European standards	% of Council road bridges with unacceptable weight, height or width restriction	No of Council bridges weight restricted (excluding acceptable weight restrictions)	No of Council bridges with imposed height / width restriction (for year on year comparison)	No of Council bridges with acceptable weight restriction	No of Council bridges with imposed width restriction	No of Council bridges with imposed height restriction	Annual budget allocated as a % of cost of identified work (from AMP)	% of allocated budget spent per annum	Cost of identified potential work as a % of total structures valuation	% of budget spent repairing 3rd party damage	Annual expenditure to remove unacceptable restrictions by weight/height/width	Total structures asset valuation	Total estimated cost of identified maintenance work	Total bridges and structures maintenance capital and revenue budget allocation		
	Confidence rating (H, M, L) PI / Stat Ideal Position	H	H	H	H	H	H	H	H	H	H	H	H	H	H	L	L	L	L	L	L	L	L	L		
		↑	↑	↑	↑	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Stat	↑	↑	↓	↓	↓	↓	↓	↓	↓		
Family Group 1 (Rural)																										
8000	Aberdeenshire Council	100.00%	83.33%	71.00	60.00	4.77%	75	4	1,677	4.47%	1.31%	17	5	2	3	2	3.53%	No data	11.90%	No data	£2,000,000	£840,000,000	£100,000,000	£3,528,719		
8001	Angus Council	No data	No data	86.59	81.75	0.17%	2	2	591	0.34%	No data	0	No data	No data	0	0	93.30%	76.46%	0.70%	0.56%	£0	£63,441,832	£444,800	£415,000		
8072	Argyll & Bute Council	No data	96.33%	89.13	59.23	2.42%	28	3	1,197	2.34%	0.00%	0	0	16	0	0	No data	No data	No data	No data	£0	£0	£0	£0		
8145	Scottish Borders Council	No data	90.00%	No data	No data	0.75%	26	1	1,203	2.16%	0.33%	0	4	27	2	2	No data	No data	No data	No data	£0	£481,214,069	£0	£0		
8055	Dumfries & Galloway Council	82.03%	69.31%	89.80	94.41	0.23%	0	No data	1,294	0.00%	0.08%	0	1	10	0	0	No data	34.98%	0.00%	0.00%	£0	£0	£0	£1,935,355		
8086	Highland Council	59.84%	89.19%	79.36	65.35	0.66%	284	2	2,267	12.53%	0.18%	2	2	41	2	0	No data	No data	No data	No data	£0	£0	£0	£0		
8063	Moray Council	97.06%	100.00%	76.38	52.96	1.32%	9	No data	379	2.37%	1.58%	3	3	8	0	3	4.30%	39.18%	48.38%	5.94%	£0	£128,409,657	£62,129,079	£2,670,000		
8158	Perth & Kinross Council	21.82%	71.13%	83.51	71.79	12.03%	50	5	856	5.84%	No data	37	No data	13	No data	0	No data	No data	No data	18.49%	8.04%	£0	£271,403,400	£50,178,500	£0	
	Family Group - Average	72.15%	85.61%	82.25	69.36	2.79%	59	3	1,183	3.76%	0.58%	7	3	15	1	1	33.71%	50.21%	19.87%	3.64%	£250,000	£223,058,620	£26,594,047	£1,068,634		
	Family Group - High	100.00%	100.00%	89.80	94.41	12.03%	284	5	2,267	12.53%	1.58%	37	5	41	3	3	93.30%	76.46%	48.38%	8.04%	£2,000,000	£840,000,000	£100,000,000	£3,528,719		
	Family Group - Low	21.82%	69.31%	71.00	52.96	0.17%	0	1	379	0.00%	0.00%	0	0	0	0	0	3.53%	34.98%	0.70%	0.00%	£0	£0	£0	£0		
Family Group 2 (Island)																										
8081	Orkney Islands Council	0.00%	No data	No data	No data	0.00%	No data	No data	51	No data	0.00%	0	0	0	0	0	No data	51.87%	No data	No data	£0	£148,427,000	£0	£250,000		
8037	Shetland Islands Council	No data	No data	98.24	95.60	0.00%	0	0	409	0.00%	0.00%	0	0	0	0	0	No data	64.23%	No data	0.00%	£0	£0	£0	£55,000		
8101	Comhairle Nan Eilean Siar	No data	96.00%	95.80	82.60	2.78%	4	0	216	1.85%	3.24%	6	1	0	0	1	100.00%	74.99%	3.82%	16.11%	£0	£37,492,915	£1,431,422	£1,431,422		
	Family Group - Average	0.00%	96.00%	97.02	89.10	0.93%	2	0	225	0.93%	1.08%	2	0	0	0	0	100.00%	63.70%	3.82%	8.06%	£0	£61,973,305	£477,141	£578,807		
	Family Group - High	0.00%	96.00%	98.24	95.60	2.78%	4	0	409	1.85%	3.24%	6	1	0	0	1	100.00%	74.99%	3.82%	16.11%	£0	£148,427,000	£1,431,422	£1,431,422		
	Family Group - Low	0.00%	96.00%	95.80	82.60	0.00%	0	0	51	0.00%	0.00%	0	0	0	0	0	100.00%	51.87%	3.82%	0.00%	£0	£0	£0	£55,000		
Family Group 3 (Semi Urban)																										
8082	East Ayrshire Council	No data	100.00%	83.41	71.95	9.22%	38	2	618	6.15%	0.49%	3	0	2	0	0	7.64%	31.51%	26.76%	0.91%	£0	£205,518,712	£55,000,000	£4,200,000		
8064	East Lothian Council	No data	70.37%	81.13	81.66	2.05%	9	2	391	2.30%	No data	0	No data	0	No data	1	No data	No data	No data	No data	£0	£0	£0	£0		
8134	Fife Council	0.92%	86.96%	85.72	76.90	4.79%	47	8	397	11.84%	5.29%	8	13	3	8	5	6.18%	72.04%	29.30%	0.06%	£6,171,617	£510,288,678	£149,490,316	£9,240,028		
8027	Midlothian Council	100.00%	100.00%	87.81	79.55	0.00%	2	3	172	1.16%	1.74%	0	3	1	2	1	5.48%	53.17%	3.89%	17.74%	£0	£115,600,000	£4,500,000	£246,672		
8059	North Ayrshire Council	0.00%	100.00%	83.11	68.52	2.99%	6	10	468	1.28%	0.43%	2	0	0	0	0	16.17%	78.48%	4.76%	0.00%	£0	£125,139,006	£5,951,812	£962,690		
8042	South Ayrshire Council	100.00%	100.00%	90.12	83.20	5.66%	3	3	371	0.81%	0.54%	2	0	1	0	0	9.99%	16.08%	9.49%	6.63%	£0	£98,025,138	£9,297,796	£928,717		
8120	South Lanarkshire Council	99.30%	100.00%	81.20	68.60	2.13%	7	7	750	0.93%	1.33%	7	3	0	2	1	72.62%	87.97%	1.85%	1.27%	£0	£583,300,000	£10,780,000	£7,828,170		
8040	Stirling Council	0.00%	100.00%	76.97	70.30	0.38%	0	0	522	0.00%	0.00%	0	0	0	0	0	No data	123.11%	0.55%	No data	£0	£207,004,453	£1,143,401	£2,338,885		
8109	West Lothian Council	98.55%	91.55%	91.77	83.91	0.17%	4	1	594	0.67%	0.34%	0	2	3	0	2	30.70%	94.65%	1.69%	2.12%	£0	£316,453,707	£5,355,610	£1,643,965		
	Family Group - Average	56.97%	94.32%	84.58	76.07	3.04%	13	4	476	2.79%	1.27%	2	3	1	2	1	21.25%	69.63%	9.79%	4.10%	£685,735	£240,147,744	£26,835,437	£3,043,236		
	Family Group - High	100.00%	100.00%	91.77	83.91	9.22%	47	10	750	11.84%	5.29%	8	13	3	8	5	72.62%	123.11%	29.30%	17.74%	£6,171,617	£583,300,000	£149,490,316	£9,240,028		
	Family Group - Low	0.00%	70.37%	76.97	68.52	0.00%	0	0	172	0.00%	0.00%	0	0	0	0	0	5.48%	16.08%	0.55%	0.00%	£0	£0	£0	£0		
Family Group 4 (Urban)																										
8087	Clackmannanshire Council	No data	No data	86.88	81.83	No data	No data	No data	123	No data	1.63%	0	2	2	2	0	81.14%	100.00%	0.34%	No data	£0	£50,950,000	£175,000	£142,000		
8014	East Dunbartonshire Council	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	
8137	East Renfrewshire Council	100.00%	100.00%	94.20	68.80	2.86%	1	3	245	0.41%	1.63%	3	1	3	1	0	No data	No data	No data	No data	£0	£0	£0	£0		
8071	Falkirk Council	0.00%	100.00%	85.38	78.25	0.35%	5	3	282	1.77%	No data	0	No data	5	No data	3	6.05%	97.41%	No data	No data	£0	£171,611	£12,000,000	£726,464		
8060	Inverclyde Council	15.79%	100.00%	80.58	62.48	0.61%	1	5	163	0.61%	1.23%	0	2	1	0	2	23.90%	98.29%	1.49%	0.00%	£0	£106,607,694	£1,584,636	£378,700		
8121	North Lanarkshire Council	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	
8036	Renfrewshire Council	0.00%	100.00%	No data	No data	0.00%	4	5	317	1.26%	0.63%	0	2	0	0	2	No data	No data	No data	No data	£0	£0	£0	£0		
8057	West Dunbartonshire Council	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	
	Family Group - Average	28.95%	100.00%	86.76	72.84	0.96%	3	4	226	1.01%	1.28%	1	2	2	1	1	37.03%	98.57%	0.92%	0.00%	£0	£31,545,861	£2,751,927	£249,433		
	Family Group - High	100.00%	100.00%	94.20	81.83	2.86%	5	5	317	1.77%	1.63%	3	2	5	2	3	81.14%	100.00%	1.49%	0.00%	£0	£106,607,694	£12,000,000	£726,464		
	Family Group - Low	0.00%	100.00%	80.58	62.48	0.00%	1	3	123	0.41%	0.63%	0	1	0	0	0	6.05%	97.41%	0.34%	0.00%	£0	£0	£0	£0		
Family Group 5 (City)																										
8073	Aberdeen City Council	100.00%	100.00%	83.52	76.03	0.50%	2	0	201	1.00%	5.47%	1	10	1	1	9	9.17%	92.27%	1.29%	0.00%	£0	£280,000,000	£3,600,000	£330,000		
8159	Dundee City Council	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	£0	£0	£0	£0		
8015	City of Edinburgh Council	100.00%	100.00%	81.19	79.33	0.30%	49	9	331	14.80%	7.25%	0	24	5	2	22	No data	No data	No data	No data	£0	£0	£0	£0		
8016	Glasgow City Council	72.00%	100.00%	83.25	56.70	2.19%	15	28	183	8.20%	7.10%	1	12	4	1	11	13.66%	11.49%	2.04%	No data	£39,936	£1,821,805,910	£37,096,509	£5,067,129		
	Family Group - Average	90.67%	100.00%	82.65	70.69	1.00%	22	12	238	8.00%	6.61%	1	15	3	1	14	11.42%	51.88%	1.67%	0.00%	£9,984	£525,451,478	£10,174,127	£1,349,282		
	Family Group - High	100.00%	100.00%	83.52	79.33	2.19%	49	28	331	14.80%	7.25%	1	24	5	2	22	13.66%	92.27%	2.04%	0.00%	£39,936	£1,821,805,910	£37,096,509	£5,067,129		
	Family Group - Low	72.00%	100.00%	81.19	56.70	0.30%	2	0	183	1.00%	5.47%	0	10													



SCOTS Road Asset Management Project - Task 4

TMS Performance Indicator Results 2023/24



PIN	Name of Authority	% of faults rectified within target time	% of faults rectified on first visit	% of Traffic Management Systems expenditure which is planned maintenance spend
	Confidence rating (H, M, L)	41.1.01 PI 55	41.1.02 PI 56	46.1.01 PI S61
	PI / Stat	H	M	L
	Ideal Position	PI ↑	PI ↑	Stat ↓
	Family Group 1 (Rural)			
8000	Aberdeenshire Council	78.76%	100.00%	71.78%
8001	Angus Council	92.00%	No data	80.87%
8072	Argyll & Bute Council	No data	No data	100.00%
8145	Scottish Borders Council	100.00%	100.00%	6.53%
8055	Dumfries & Galloway Council	87.72%	86.55%	No data
8086	Highland Council	No data	No data	No data
8063	Moray Council	97.62%	97.62%	99.57%
8158	Perth & Kinross Council	91.42%	94.14%	92.20%
	Family Group - Average	91.25%	95.66%	75.16%
	Family Group - High	100.00%	100.00%	100.00%
	Family Group - Low	78.76%	86.55%	6.53%
	Family Group 2 (Island)			
8081	Orkney Islands Council	No data	No data	No data
8037	Shetland Islands Council	No data	No data	100.00%
8101	Comhairle Nan Eilean Siar	66.67%	100.00%	88.11%
	Family Group - Average	66.67%	100.00%	94.06%
	Family Group - High	66.67%	100.00%	100.00%
	Family Group - Low	66.67%	100.00%	88.11%
	Family Group 3 (Semi Urban)			
8082	East Ayrshire Council	92.37%	94.27%	10.59%
8064	East Lothian Council	No data	No data	No data
8134	Fife Council	97.47%	92.42%	84.03%
8027	Midlothian Council	No data	No data	No data
8059	North Ayrshire Council	92.56%	88.37%	28.41%
8042	South Ayrshire Council	100.00%	94.59%	No data
8120	South Lanarkshire Council	99.42%	95.56%	98.14%
8040	Stirling Council	97.44%	No data	No data
8109	West Lothian Council	99.23%	92.53%	100.00%
	Family Group - Average	96.93%	92.96%	64.23%
	Family Group - High	100.00%	95.56%	100.00%
	Family Group - Low	92.37%	88.37%	10.59%
	Family Group 4 (Urban)			
8087	Clackmannanshire Council	85.71%	85.71%	16.35%
8014	East Dunbartonshire Council	No data	No data	No data
8137	East Renfrewshire Council	90.00%	93.85%	No data
8071	Falkirk Council	96.08%	90.20%	99.27%
8060	Inverclyde Council	No data	No data	91.34%
8121	North Lanarkshire Council	No data	No data	No data
8036	Renfrewshire Council	No data	No data	No data
8057	West Dunbartonshire Council	No data	No data	No data
	Family Group - Average	90.60%	89.92%	68.99%
	Family Group - High	96.08%	93.85%	99.27%
	Family Group - Low	85.71%	85.71%	16.35%
	Family Group 5 (City)			
8073	Aberdeen City Council	97.03%	No data	96.75%
8159	Dundee City Council	No data	No data	No data
8015	City of Edinburgh Council	95.98%	98.01%	63.22%
8016	Glasgow City Council	98.28%	89.99%	52.56%
	Family Group - Average	97.10%	94.00%	70.84%
	Family Group - High	98.28%	98.01%	96.75%
	Family Group - Low	95.98%	89.99%	52.56%
	Scotland - Average	92.79%	93.75%	72.62%
	Scotland - High	100.00%	100.00%	100.00%
	Scotland - Low	66.67%	85.71%	6.53%

Authorities in red have NOT returned data



SCOTS Road Asset Management Project - Task 4

Street Furniture Performance Indicator Results 2023/24



PIN	Name of Authority	% of total Roads & Lighting expenditure which is spent on Street Furniture
	Confidence rating (H, M, L)	56.1.01
	PI / Stat	PI S62
	Ideal Position	L
		Stat
		↕
	Family Group 1 (Rural)	
8000	Aberdeenshire Council	No data
8001	Angus Council	No data
8072	Argyll & Bute Council	0.85%
8145	Scottish Borders Council	1.66%
8055	Dumfries & Galloway Council	0.89%
8086	Highland Council	No data
8063	Moray Council	1.19%
8158	Perth & Kinross Council	No data
	Family Group - Average	1.15%
	Family Group - High	1.66%
	Family Group - Low	0.85%
	Family Group 2 (Island)	
8081	Orkney Islands Council	4.41%
8037	Shetland Islands Council	3.90%
8101	Comhairle Nan Eilean Siar	4.13%
	Family Group - Average	4.15%
	Family Group - High	4.41%
	Family Group - Low	3.90%
	Family Group 3 (Semi Urban)	
8082	East Ayrshire Council	0.92%
8064	East Lothian Council	No data
8134	Fife Council	3.46%
8027	Midlothian Council	No data
8059	North Ayrshire Council	1.84%
8042	South Ayrshire Council	1.53%
8120	South Lanarkshire Council	2.04%
8040	Stirling Council	No data
8109	West Lothian Council	0.79%
	Family Group - Average	1.76%
	Family Group - High	3.46%
	Family Group - Low	0.79%
	Family Group 4 (Urban)	
8087	Clackmannanshire Council	1.10%
8014	East Dunbartonshire Council	No data
8137	East Renfrewshire Council	No data
8071	Falkirk Council	1.33%
8060	Inverclyde Council	1.80%
8121	North Lanarkshire Council	No data
8036	Renfrewshire Council	No data
8057	West Dunbartonshire Council	No data
	Family Group - Average	1.41%
	Family Group - High	1.80%
	Family Group - Low	1.10%
	Family Group 5 (City)	
8073	Aberdeen City Council	8.08%
8159	Dundee City Council	No data
8015	City of Edinburgh Council	0.18%
8016	Glasgow City Council	3.06%
	Family Group - Average	3.77%
	Family Group - High	8.08%
	Family Group - Low	0.18%
	Scotland - Average	2.27%
	Scotland - High	8.08%
	Scotland - Low	0.18%

Authorities in red have NOT returned data



SCOTS Road Asset Management Project - Task 4

All assets service delivery results 2023/24



PIN	Name of Authority	Km inspected per Safety Inspector (carriageways & footways)	Total expenditure by carriageway network length (£ per Km)	Total expenditure by carriageway network length (£ per Km) excluding CEC	% satisfied with the Council's time taken to complete roadworks ("Always/Usually" aware of organisation)	% satisfied with the overall service delivery	% dissatisfied with the overall service delivery
61.1.01		0.101	0.101	0.102	61.2.01	61.2.02	61.2.03
PI 60		PI 63a	PI 63b	PI 212a	PI 208a	PI 208b	
H		H	H	H	H	H	
PI		PI	PI	PI	PI	PI	
↑		↓	↓	↑	↑	↓	
Family Group 1 (Rural)							
8000	Aberdeenshire Council	No data	£4,563	£4,563	No data	No data	No data
8001	Angus Council	415.37	£6,806	£6,806	40.00%	9.10%	72.70%
8072	Argyll & Bute Council	No data	£9,527	£9,118	No data	No data	No data
8145	Scottish Borders Council	2,335.56	£5,356	£5,356	No data	No data	No data
8055	Dumfries & Galloway Council	No data	£6,231	£6,231	34.00%	11.90%	76.70%
8086	Highland Council	No data	No data	No data	No data	No data	No data
8063	Moray Council	1,896.58	£8,957	£8,957	26.30%	13.60%	73.30%
8158	Perth & Kinross Council	No data	£9,000	£9,000	No data	No data	No data
	Family Group - Average	1,549.17	£7,206	£7,147	33.43%	11.53%	74.23%
	Family Group - High	2,335.56	£9,527	£9,118	40.00%	13.60%	76.70%
	Family Group - Low	415.37	£4,563	£4,563	26.30%	9.10%	72.70%
Family Group 2 (Island)							
8081	Orkney Islands Council	550.61	£2,820	£2,449	58.30%	70.30%	18.90%
8037	Shetland Islands Council	No data	£5,042	£4,751	No data	No data	No data
8101	Comhairle Nan Eilean Siar	1,208.46	£3,835	£3,592	No data	No data	No data
	Family Group - Average	879.54	£3,899	£3,597	58.30%	70.30%	18.90%
	Family Group - High	1,208.46	£5,042	£4,751	58.30%	70.30%	18.90%
	Family Group - Low	550.61	£2,820	£2,449	58.30%	70.30%	18.90%
Family Group 3 (Semi Urban)							
8082	East Ayrshire Council	734.54	£9,997	£9,580	28.60%	12.50%	75.00%
8064	East Lothian Council	No data	£4,385	£4,385	No data	No data	No data
8134	Fife Council	No data	£16,668	£16,668	No data	No data	No data
8027	Midlothian Council	No data	No data	No data	No data	No data	No data
8059	North Ayrshire Council	1,098.02	£14,187	£14,089	40.30%	24.50%	59.10%
8042	South Ayrshire Council	693.95	£8,549	£8,082	38.50%	15.40%	80.80%
8120	South Lanarkshire Council	No data	£15,254	£15,034	No data	No data	No data
8040	Stirling Council	No data	£12,660	£12,660	66.70%	15.20%	69.70%
8109	West Lothian Council	No data	£15,273	£14,664	43.40%	21.00%	63.20%
	Family Group - Average	842.17	£12,122	£11,895	43.50%	17.72%	69.56%
	Family Group - High	1,098.02	£16,668	£16,668	66.70%	24.50%	80.80%
	Family Group - Low	693.95	£4,385	£4,385	28.60%	12.50%	59.10%
Family Group 4 (Urban)							
8087	Clackmannanshire Council	No data	£12,145	£12,145	45.50%	42.90%	42.90%
8014	East Dunbartonshire Council	No data	No data	No data	No data	No data	No data
8137	East Renfrewshire Council	No data	£17,283	£16,716	33.30%	14.90%	76.60%
8071	Falkirk Council	924.74	£10,320	£10,315	20.00%	16.00%	64.00%
8060	Inverclyde Council	704.30	£25,726	£24,904	13.60%	13.60%	77.30%
8121	North Lanarkshire Council	No data	No data	No data	No data	No data	No data
8036	Renfrewshire Council	221.07	£5,983	£5,021	No data	No data	No data
8057	West Dunbartonshire Council	No data	No data	No data	No data	No data	No data
	Family Group - Average	616.70	£14,291	£13,820	28.10%	21.85%	65.20%
	Family Group - High	924.74	£25,726	£24,904	45.50%	42.90%	77.30%
	Family Group - Low	221.07	£5,983	£5,021	13.60%	13.60%	42.90%
Family Group 5 (City)							
8073	Aberdeen City Council	No data	£3,599	£3,599	50.00%	2.40%	76.20%
8159	Dundee City Council	No data	£13,415	£13,320	No data	No data	No data
8015	City of Edinburgh Council	No data	£43,050	£42,922	No data	No data	No data
8016	Glasgow City Council	No data	£20,967	£20,916	No data	No data	No data
	Family Group - Average	0.00	£20,258	£20,189	50.00%	2.40%	76.20%
	Family Group - High	0.00	£43,050	£42,922	50.00%	2.40%	76.20%
	Family Group - Low	0.00	£3,599	£3,599	50.00%	2.40%	76.20%
	Scotland - Average	980.29	£11,541	£11,328	38.46%	20.24%	66.17%
	Scotland - High	2,335.56	£43,050	£42,922	66.70%	70.30%	80.80%
	Scotland - Low	221.07	£2,820	£2,449	13.60%	2.40%	18.90%

Authorities in red have NOT returned data

SCOTS Road Asset Management Project

Notes / PI Definitions

If you cannot see these notes in full please click on view → Zoom and select a lower percentage

General Notes

Please read these 'General Notes' before going to the 'Results' and 'Asset' pages.

The SCOTS 'Performance Management Task' is undertaken via the annual APSE performance networks data collection exercise. However, the results reported are 'as

Authority names shown in RED on the 'Results' and 'Asset' tabs indicate authorities who

Confidence Ratings (H = High, M = Medium, L = Low) indicate the level of confidence that the SCOTS Performance Group have in the accuracy of the data supplied this year. It is

'Ideal Position' markers have been used to indicate, where applicable, it is desirable to be high (↑) or low (↓) for each PI / Stat. In some cases it is not desirable to be high or low and this is indicated with a ⇅ symbol. Desirable high or low positions can be subjective,

Please note that the averages for Family Groups and the overall Scotland average for each PI is calculated using the Microsoft 'Average' function and is an average of the

The PI and Stats results are presented in two ways. Firstly, all results for every asset type and all authorities / family groups are shown on the 'Results' tab. This enables comparison

'Customer Services', 'Carriageways', 'Footways', 'Bridges & Structures', 'Traffic Management Systems & Street Furniture' and 'Street Lighting'. This enables greater focus on the asset type and these report formats are printer friendly (A3 landscape except for

The 'PI Definitions' (below) are provided as an explanation / interpretation of each PI / Stat and these can be easily accessed by clicking on the PI reference in row 5 on each of the 'Asset type' reports (e.g. the cell referenced 3.1.01 (PI 37) on the 'Customer Services' tab).

Not every PI will have a 'PI Definition' and therefore some cell references cannot be

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PI Definitions

SCOTS headline financial PI

0.1.01 Total expenditure by carriageway network length (£ per Km)

This is a high level SOLACE Indicator that will be used by and reported at Chief Executive
Effective budget monitoring arrangements are crucial to the delivery of best value with

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CUSTOMER SERVICES

community. Maintenance of these assets attracts a high level of public interest and concern. Local authorities have a duty to ensure that services are responsive to the needs of citizens, and not the convenience of service providers. Customer Satisfaction is

3.1.01 % of customer enquiries/requests for service closed off within

Managing complaints and requests for service effectively can make a significant difference to the public perception of service delivery, not only for the Roads Service, but for the

All communications received from whatever source and how they are dealt with, including nil returns are crucial to the management and defence of any claim against the authority

Each authority will have its own target response times and these times will depend on the type of enquiry/request for service, the urgency of this, and other factors specific to each

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3.3.01 % of enquiries made under the Freedom of Information Act that

Any person or organisation who requests information, subject to certain conditions, under

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3.3.02 Total number of enquiries received under the Freedom of

Under the terms of this act, persons have a right to request information held by the authority. Any person or organisation who requests information, subject to certain

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CARRIAGEWAY ASSETS

Safety

It is crucially important that all those involved in the road maintenance service have a clear understanding of their powers and duties, their implications and the procedures used to manage and mitigate risk. Authorities have a general duty of care to users and the

The main purpose of carriageway maintenance is to maintain the road network for the safe and convenient movement of people and goods, with the core objectives being to deliver a

1.1.01 % of emergency (Cat 1) defects made safe within response times

Emergency (Cat 1) defects are safety/dangerous defects that require prompt attention because they represent an immediate or imminent hazard or there is a risk of short-term structural damage. When considering network safety, it is crucial that authorities

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1.2.01 % of safety inspections completed on time

Safety inspections are designed to identify all defects likely to create danger or serious inconvenience to users of the network and should include defects such as those identified that require urgent attention as well as those where the locations and dimensions are such

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1.3.02 Total number of 3rd party claims

Managing claims effectively can make a significant difference to the public perception of service delivery. It is therefore important that authorities have in place effective

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1.3.03 Total number of 3rd party claims per Km of carriageway

This output will allow for meaningful benchmarking to take place, considering the number of 3rd party claims per km of network rather than the number of claims which isn't really

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1.4.01 % of carriageway network subject to precautionary salting

Precautionary salting routes are those deemed to be of primary importance and which form a strategic network. These routes will include routes to hospitals, schools and routes

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1.4.02 % carriageway network deemed top priority

Top priority/High priority routes have been developed by most authorities following the severe winter of 10/11. Routes will have been identified in order to keep strategic and primary routes open during times of significant snowfall and to allow traffic to flow freely on these routes. These routes will be treated when continuous snow is forecast and likely to

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1.4.03 Route efficiency

This considers the length of non treated route built in to the gritting route, and considers

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1.4.04 Average route length

This considers the number of routes/gritters required to treat precautionary routes and

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1.4.05 Total actual length treated with precautionary treatment

Precautionary treatment is undertaken on the top priority routes within the council area, Note. For the purposes of the PI process "precautionary treatment" for carriageways is

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1.4.06 % top priority routes completed on time

Top priority routes are those designated by each authority as the highest priority roads based on their winter treatment hierarchy. This may or may not be the same as 1.4.05

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1.4.07 Total salt usage by total network length

This includes salt usage for all treatments – precautionary, secondary, reactive, etc on all parts of the carriageway network for the whole of the year. This should also include all salt

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1.4.08 Total salt usage by total actual precautionary treated length

This is the actual annual tonnage used to carry out the precautionary treatments to the routes for the whole of the year multiplied by the number of runs per a precautionary

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1.4.09 Average salt usage (tonnes) per precautionary run

This gives the salt usage per total number of precautionary treatment runs.

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1.4.10 The stated (policy) time for completion of treatment of your

Highest priority routes are those designated by each authority as the highest priority roads based on their winter treatment hierarchy and normally relate to resilience routes in times of extreme prolonged winter weather/conditions. This provides the time given, within the

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1.4.11 The stated (policy) time for mustering

This relates to the time permitted within the Winter Service Plan/Policy to allow operatives

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1.5.01 % of respondents satisfied with the way the Council undertakes

customer satisfaction survey. To take part in this survey, free of charge, contact performance.networks@apse.org.uk

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Condition/Asset Preservation

Well-Managed Highway Infrastructure: A Code of Practice sets the core objectives for

Network Safety:

Complying with statutory obligations
Meeting users' needs for safety

Customer Service:

User experience/satisfaction
Communication
Information
Levels of service

Network Serviceability:

Ensuring availability
Achieving integrity
Maintaining reliability
Resilience
Managing condition

Network Sustainability:

Minimising cost over time
Maximising value to the community
Maximising environmental contribution

Authorities will have service standards detailed within their Road Asset Management

2.1.01 % of carriageway length to be considered for maintenance

The statutory performance indicator (RCI) for the condition of the Scottish local authority road network is defined as "the percentage of the road network which should be considered for maintenance treatment", i.e. has reached a condition where more detailed

The RCI is derived from survey data collected over the previous 2 years and the results

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2.1.02 to 2.3.09 and 2.3.14 - % of carriageway area treated (various

Many Councils could improve their planning of structural maintenance, establishing long-term strategies for maintenance, based on condition information whilst developing asset management strategies. It is anticipated that improved planning of structural maintenance works will result in a reduction in the requirement for reactive maintenance work. The

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2.3.10 to 2.3.13 - % of roads to be considered for maintenance

The report published by “SCOTS” State of the Scottish Road Network recognises that there is a growing concern that carriageway assets are not receiving the attention or funding required to maintain them in an optimal state of repair. The report recognises that

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2.4.01 Only regarding roads locally, % of respondents satisfied with the

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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2.4.02 Only regarding roads locally, % of respondents dissatisfied with

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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Financial

Your Road Asset Management Plan will present the investment required in the maintenance of the carriageway asset to maintain the core objectives of safety, serviceability and sustainability of the asset, together with ensuring suitable levels of customer care. There is a requirement to focus on the whole life of the asset, minimising cost over time. Moving beyond reactive maintenance work requires authorities to have sufficient financial flexibility to allow this to happen. Focussing on the whole life cost of the

6.1.01 Total carriageway maintenance expenditure by carriageway

Effective budget monitoring arrangements are crucial to the delivery of best value with systems of financial management being consistent with delivering high standards of customer responsiveness. Budgetary control systems should be in place that enable easy and electronic retrieval of information for the effective financial management of carriageway assets. Where these systems aren't currently in place, budget headers

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6.1.02 Total cost per Km of carriageway travelled for precautionary

This gives you the cost per kilometre of treatment of precautionary routes.

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6.1.03 Total carriageway contractor maintenance expenditure by

Operational cost of carriageway maintenance works per kilometre.

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6.1.04 Total carriageway maintenance expenditure by carriageway area

Net unit cost of carriageway maintenance per square metre.

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6.3.01 Total cost of addressing total backlog by road length

The SCOTS Financial Model has defined the Headline Backlog as the carriageway maintenance funding required to clear all of the red and amber defects reported via the

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6.3.02 Total cost of reactive maintenance

Reactive maintenance involves a degree of urgency, attending to the rectification of Cat1 defects and other matters requiring urgent attention, arising either from inspections or user requests in accordance with the specified standards of response. Making safe a defect

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6.3.03 Total settled cost of 3rd party public liability claims

Managing claims effectively can make a significant difference to the public perception of service delivery. It is therefore important that authorities have in place effective

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6.3.04 Cost per km of planned maintenance

Planned maintenance is undertaken primarily in the interests of providing for a sustainable outcome and to add community value to the network or to the environment. It is recognised that planned maintenance schemes may be more expensive than reactive or

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6.3.05 Cost per km of reactive maintenance

Reactive maintenance involves a degree of urgency, attending to the rectification of Cat1 defects and other matters requiring urgent attention, arising either from inspections or user requests in accordance with the specified standards of response. Making safe a defect

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6.3.06 Cost per km of routine maintenance

Routine maintenance is primarily for the purpose of providing defined standards of network

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FOOTWAY ASSETS

Safety

The generic term “footway” should be taken to include footways and footpaths.

Authorities have a general duty of care to users and the community to maintain the footway network in a condition fit for purpose through determined operations standards

The main purpose of footway maintenance is to ensure the safety of walking surfaces for users with the core objectives being to deliver a safe, serviceable and sustainable footway

11.1.01 % of Emergency (Cat 1) defects made safe within response

Emergency (Cat 1) defects are safety/dangerous defects that require prompt attention because they represent an immediate or imminent hazard or there is a risk of short-term structural damage. When considering network safety, it is crucial that authorities

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11.2.01 % of safety inspections completed on time

Safety inspections are designed to identify all defects likely to create danger or serious inconvenience to users of the network and should include defects such as those identified that require urgent attention as well as those where the locations and dimensions are such

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11.3.02 Total number of 3rd party claims

Managing claims effectively can make a significant difference to the public perception of service delivery. It is therefore important that authorities have in place effective

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11.3.03 Total number of 3rd party claims per Km of footway

This output will allow for meaningful benchmarking to take place, considering the number of 3rd party claims per km of footway rather than the number of claims which isn't really

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11.4.01 % of footway subject to precautionary salting treatment

Precautionary salting routes are those deemed to be of primary importance and which form a strategic network. These routes will include routes to hospitals, schools and routes

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11.4.02 % of footway network deemed top priority

Top priority / high priority routes have been developed by most authorities following the severe winter of 10/11. Routes will have been identified in order to keep strategic and primary routes open during times of significant snowfall. These routes will be treated when

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11.4.03 Tonnes of salt used

Total tonnage of salt used on footways for the year.

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11.4.04 Total actual length treated with precautionary salting treatment

Precautionary salting routes are those deemed to be of primary importance and which form a strategic network. These routes will include routes to hospitals, schools and routes to main emergency service establishments. This gives the total length of these

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11.4.05 Number of grit bins per Km of footway network

Gives number of grit bins per kilometre of footway length.

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Condition/Asset Preservation

Well-Managed Highway Infrastructure: A Code of Practice sets the core objectives for

Network Safety:

Complying with statutory obligations

Meeting users' needs for safety

Customer Service:

User experience/satisfaction

Communication

Information

Levels of service

Network Serviceability:

Ensuring availability
Achieving integrity
Maintaining reliability
Resilience
Managing condition

Network Sustainability:

Minimising cost over time
Maximising value to the community
Maximising environmental contribution

Authorities will have service standards detailed within their Road Asset Management

Footway condition data will be required to meet the requirements of the CIPFA Code of

12.1.01 % of footway length to be considered for maintenance treatment

There is currently no national survey carried out to assist in condition reporting for footways, as exists for carriageways. Currently, the definition of investigatory levels to meet requirements for serviceability is a matter for local individual authority determination. It is recognised that to secure continuous improvement in the safety and serviceability of

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12.3.01 Only regarding roads locally, % of respondents satisfied with

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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12.3.02 Only regarding roads locally, % of respondents dissatisfied with

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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12.3.03 Only regarding roads locally, % of respondents satisfied with

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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12.3.04 Only regarding roads locally, % of respondents dissatisfied with

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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Financial

Your Road Asset Management Plan will present the investment required in the maintenance of the footway asset to maintain the core objectives of safety, serviceability and sustainability of the asset, together with ensuring suitable levels of customer care. There is a requirement to focus on the whole life of the asset, minimising cost over time. Moving beyond reactive maintenance work requires authorities to have sufficient financial flexibility to allow this to happen. Focussing on the whole life cost of the footway asset

16.1.01 Total footway maintenance expenditure by footway length

Effective budget monitoring arrangements are crucial to the delivery of best value with systems of financial management being consistent with delivering high standards of customer responsiveness. Budgetary control systems should be in place that enable easy and electronic retrieval of information for the effective financial management of footway assets. Where these systems aren't currently in place, budget headers should be

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16.1.02 Cost per Km of footway travelled for salting treatment

This gives you the cost per kilometre of treatment of precautionary routes.

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16.1.03 Total footway maintenance expenditure by footway length

Operational cost of footway maintenance works per kilometre.

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16.1.04 Total footway maintenance expenditure by square metres of

Net unit cost of footway maintenance per square metre.

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16.3.01 Total cost of reactive maintenance

Reactive maintenance involves a degree of urgency, attending to the rectification of emergency (Cat 1) defects and other matters requiring urgent attention, arising either from inspections or user requests in accordance with the specified standards of response.

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16.3.02 Total settled cost of 3rd party public liability claims

Managing claims effectively can make a significant difference to the public perception of service delivery. It is therefore important that authorities have in place effective

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16.3.03 Cost per km of planned maintenance

Planned maintenance is undertaken primarily in the interests of providing for a sustainable outcome and to add community value to the network or to the environment. It is recognised that planned maintenance schemes may be more expensive than reactive or

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16.3.04 Cost per km of reactive maintenance

Reactive maintenance involves a degree of urgency, attending to the rectification of emergency (Cat 1) defects and other matters requiring urgent attention, arising either from inspections or user requests in accordance with the specified standards of response.

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16.3.05 Cost per km of routine maintenance

Routine maintenance is primarily for the purpose of providing defined standards of network

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BRIDGES & STRUCTURES ASSETS

Safety

With reference to Well-Managed Highway Infrastructure: A Code of Practice – Part C

It is recommended that all highway structures should be subject to a regular Principal Inspection not more than six years following the previous Principal inspection unless a risk

Principal Inspections comprise a close examination, within touching distance, of all accessible parts of a structure, including, where relevant, underwater parts and adjacent earthworks and waterways, utilising suitable access and/or traffic management works as

It is recommended that all highway structures should be subject to a regular General

General Inspections comprise a visual inspection of all parts of the structure and, where relevant to the behaviour or stability of the structure, adjacent earthworks or waterways that can be inspected without the need for special access or traffic management

31.1.01 % of principal inspections carried out on time

Number of Principal inspections carried out at their specified frequencies as identified in the Structures Lifecycle Plan as a % of the total number of Principal inspections scheduled

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31.1.02 % of general inspections carried out on time

Number of General inspections carried out at their specified frequencies as identified in the Structures Lifecycle Plan as a % of the total number of general inspections scheduled

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32.1.01 Bridge Stock Condition Indicator - average BSCLav

The Bridge Stock Condition Indicator is the numerical value of a bridge stock condition evaluated as an average of the Bridge Condition Indicator values weighted by the deck

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32.1.02 Bridge Stock Condition Indicator - critical BSCLcrit

The Bridge Stock Condition Indicator is the numerical value of the critical condition index

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32.3.01 % of bridges subject to monitoring/special inspection regimes

Number of Council owned bridges subject to monitoring/special inspection regimes as a %

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32.3.02 No of Council owned bridges failing assessment

Number of Council owned bridges failing assessment.

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32.3.03 No of privately owned bridges failing assessment on Council

Number of Privately owned bridges within Council's road network failing assessment.

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Functionality

34.1.01 % of Council owned bridges failing European standards

Number of Council owned bridges failing assessment as a % of the total number of

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34.2.01 % of Council road bridges with unacceptable weight, height or

Number of bridges (Council owned) weight/height/width restricted as a % of the total

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34.3.01 No of Council bridges weight restricted (excluding acceptable

Number of Council bridges weight restricted where the restriction does not affect the road

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34.3.02 No of Council bridges with imposed width / height restriction

Number of Council bridges width and/or height restricted where the restriction affects the

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Financial

36.1.01 Annual budget allocated as a % of cost of identified work (from

Annual budget allocated to structures maintenance work (including capital and revenue

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36.2.01 % of allocated budget spent per annum

Annual actual expenditure (including capital and revenue allocations) as a percentage of

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36.2.02 Cost of identified potential work as a % of total structures

Estimated cost of identified work for bridge stock as a percentage of the total structure

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36.3.01 % of budget spent repairing 3rd party damage

Cost of repairing 3rd party damage as a % of the total budget.

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36.3.02 Cost to remove unacceptable restrictions by weight/height/width

Cost of removing unacceptable restrictions by weight/height.

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TRAFFIC MANAGEMENT SYSTEMS

41.1.01 % of faults rectified within target time

Percentage of traffic signal faults repaired within set target time.

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41.1.02 % of faults rectified on first visit

Percentage of traffic signal faults repaired at first visit to locus.

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46.1.01 % spend on Traffic Management Systems

This is the proportion of the TMS budget spent on planned maintenance of traffic

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STREET FURNITURE

56.1.01 % spend on Street Furniture

This is the proportion of the total budget (Roads & Lighting) spent on street furniture

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ALL ASSETS SERVICE DELIVERY

61.1.01 Km inspected per Safety Inspector (carriageways & footways)

This is the length of safety inspection undertaken per FTE Safety Inspector.

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(respondents "always/usually" aware of organisation responsible for roadworks only)

customer satisfaction survey. To take part in this survey, free of charge, contact performance.networks@apse.org.uk

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61.2.02 Taking everything into account, % of respondents satisfied

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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61.2.03 Taking everything into account, % of respondents dissatisfied

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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STREET LIGHTING ASSETS

Safety

Street lighting installations comprise large, heavy structures and lanterns of considerable weight at heights typically between 5 and 12 metres. Although defined as “low voltage”, the standard mains supply can be lethal in the typical British street environment where the

There is an extensive body of legislation which places an unequivocal obligation, some absolute, on a street lighting authority to protect the health and safety of its personnel.

The arduous and unpredictable service conditions of street lighting plant lead to an inevitable deterioration over time of even the best equipment. Many components currently

Although the hazards resulting from the deterioration of such equipment may seem obvious, ensuring that its condition is adequate is not always systematically addressed. Severely limited funding demands that clearly informed decisions are made to apply the

In contrast to the real but uncertain nature of structural hazards, it is possible to be more specific about danger from electrical hazards. This is demonstrated by legislation such as the Electricity at Work Regulations 1989, which apply to personnel working on street lighting equipment. The HSE Memorandum of Guidance on these regulations states, “In the context of the Regulations, where the risk is very often that of death, for example, from

21.2.01 % of columns with a valid structural inspection (within last 6

The most likely reasons for structural failure of lighting columns are impact damage, which should be reported, or detected during routine roads inspections, and corrosion which is a gradual and often unseen process. For the reasons already stated it is essential that

Some failure modes are not externally visible while others can be detected by visual inspection. There are several techniques for testing the structural integrity of lighting columns. However, there is clearly no point in incurring the expense of testing where a

It is reasonable to assume that most deterioration takes place over many years and those older columns are more likely to fail than newer ones. However, age cannot be considered a direct correlation due to many variations in column construction, service conditions and

By inspecting and testing a proportion of its columns each year, according to a systematic plan, a lighting authority should ensure that no columns deteriorate to a dangerous

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21.2.02 % of street lanterns with a valid Electrical Test Certificate.

Similar considerations to those already described for structural inspection and testing

BS 7671 (IEE Wiring Regulations) does not specify a maximum interval between test but states that it should be appropriate to the circumstances of the installation; (see regulations 622.1 & 622.2 of the 17th Edition:2008). IET Guidance Note 3, 5th edition, 2008, recommends a maximum period of six to eight years for highway power supplies,

Inspection and testing are not alternatives; they must both be undertaken as appropriate to potential hazards. Some faults can only be detected by test instruments but visibly

Inspection and testing procedures should be based on an intelligent interpretation of BS 7671, the advice in Guidance Note 3, and good practice in managing electrical

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Condition/Asset Preservation

The street lighting installation in any authority's area is likely to be a significant asset whose replacement value greatly exceeds the annual budget. It is therefore important that

The useful service life depends on variable equipment quality and service conditions but in general columns older than 30 years and lanterns which are 20 years old are likely to be

22.2.01 Faults as a % of street lighting stock

The vast majority of street lighting depends on electrical and electronic materials and components which conform to the well known "bath tub" reliability curve which indicates a

Reliability in street lighting systems depends on a suitable choice of equipment and materials for the circumstances of its use and on the workmanship in installation and

Unacceptable failure rates can be detected and investigated by monitoring the number of

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22.2.02 % of columns which have exceeded their Expected Service Life

While many columns are still serviceable well beyond their recommended service life it is necessary to carefully monitor the condition of any older than this to ensure structural integrity. If the percentage of older columns is exceptionally high, it is likely that the

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22.2.03 % of lanterns which have exceeded their Expected Service Life

Lanterns will often include control gear and reflectors which deteriorate with time. Where remote control gear has used it will normally be replaced by a gear-enclosed lantern so

Even without age related deterioration, technical developments have been considerable

To improve on existing efficiency and to benefit from LED developments, an authority

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22.3.02 % of columns replaced

This is a measure of an authority's success in maintaining the value of the lighting stock

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22.3.03 % of lanterns replaced

This is a measure of an authority's success in maintaining the value of the lighting stock

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Customer Service

In general terms, reliability and quality of street lighting is immediately obvious to users. Expectations of serviceability and reliability are high although detail understanding of the

23.1.01 % of repairs within 7 days

Ideally, all faults would be repaired on the day they were identified but realistically this is unlikely to be attained for many reasons. This limit of seven days was set by Audit Scotland some time ago as a Statutory Performance Indicator but is no longer used for

The ideal target figure for this measure is 100% but some street lighting failures will be due to electricity supply faults which require a response or repair by the local Electricity Distribution Companies. Electricity Companies have a wide range of responsibilities, some of which must take priority over street lighting when resources are assigned to repairs. There is also a mismatch in agreed National repair targets set by OFGEM. As a result,

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23.2.01 Average time taken to repair (days)

The time taken to repair a fault depends on the availability of replacement parts, the general technical and diagnostic skills of personnel, availability of resources, and the efficiency of the administration and fault reporting systems. The time to repair is defined so

The actual average time taken to repair faults is a measure of the efficiency of all aspects

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23.2.02 Public calls as a % of faults

Many authorities have a formal system for detecting and reporting street lighting faults, usually by having a "night scout" making regular patrols during the hours of darkness. It is impractical to have every light inspected every night and intervals of a week or more

Recording the percentage of faults reported by the public is a measure of how demanding the public is in its expectations of the lighting service and how effective the night scouting

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23.2.03 Public calls as a % of street lights

This measure uses faults reported by the public as a gauge of public tolerance of street

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23.3.01 % of street lights giving modern white light

Recent findings and research strongly suggest that full spectrum light sources have many advantages over monochromatic sources such as low pressure sodium (SOX) despite the

The benefits of white light are recognised in the latest British Standards by allowing “S-Class” designs to be one grade lower than schemes designed for lamps with poorer colour

all modern lamp technologies, except ordinary high pressure sodium (SON), have a colour rendition (R_a) of better than 0.6, the defined limit for “white” light, this measure is an

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23.3.02 % of street lights which are LED

Total of LED luminaires including older luminaires fitted with LED retrofit gear trays as a

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23.4.01 % of respondents satisfied with the street lighting

Satisfaction score taken from the APSE / SCOTS online, national Roads & Lighting customer satisfaction survey. To take part in this survey, free of charge, contact

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Availability

Availability in the context of these indicators is a summary of the means taken to detect

24.3.01 Number of night inspections annually

The number of times an entire system is inspected in each year will influence the repair times. The number of columns each inspector can check varies according to the time of

The cost of making a given number of inspections will thus vary between authorities but it is still useful to record the number of inspections as one important factor affecting repair

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Financial

Financial measures give some indication of the efficiency of application of allocated funds and also the authority's financial commitment to improving the condition and value of its

26.1.01 Actual capital investment as a % of annual depreciation (from

The street lighting asset will depreciate in value unless adequate capital investment is

The Planned Capital Investment level is the capital investment required to avoid a decline

The Actual Capital Investment expressed as a percentage of the Annual Depreciation is an indication of the authority's commitment and ability to maintain the asset's condition

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26.1.02 Depreciated Replacement Cost (DRC) as a % of Gross

It is important to establish by how much the asset is financially depreciating. This measure

The Gross Replacement Cost is the calculated overall cost of installing new equipment which would meet acceptable modern standards if the existing lighting were to be

The existing street lighting asset has a residual value, the Depreciated Replacement Cost, (DRC), which is a fraction of the Gross Replacement Cost and is derived from the Asset

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26.2.01 Average cost (client) of repairing routine faults (e.g. component

Within a single authority's area the average repair and inspection costs can be a useful measure of the effectiveness of repair techniques. Some comparison between authorities

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26.2.02 Individual cost of night inspecting a street light per light

Night Scouting is an important way of detecting faults and initiating repairs quickly. The cost of this inspection is a good indication of an authority's efficiency and effectiveness in

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26.2.03 Revenue allocation per street light excluding electricity costs

The Revenue budget allocation per street light is a measure of the funding allocated to maintaining and operating each street light. In instances where costs exceed available

Energy charges should be separately recorded to indicate the overall efficiency of the

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26.2.04 Capital allocation per street light – replacement

A continuing capital investment is essential to maintain the quality of the lighting asset.

An inadequate capital allocation will lead to deteriorating stock as equipment will be kept in

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26.2.05 Total investment in infrastructure per street light

This indicator is a summation of both the average capital and revenue investment in the street lighting asset and shows the authority's commitment to ensuring its street lighting is

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26.3.02 Energy cost per street lamp

Total energy costs for street lighting only, divided by the number of street lights. In general,

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Environmental

There is now growing awareness of the need to reduce energy consumption to conserve fossil fuel reserves and to reduce greenhouse gas emissions. This can be done through efficient design and operational techniques. Where it is not already required, lighting

There has been a sharp increase in energy costs in recent years and the trend is likely to continue. It is in every authority's interest to minimise energy usage and to ensure that the

27.1.01 Average annual electricity consumption per street light (kWh)

Average energy consumption per street light will take account of the factors affecting the average load connection per street light but will also improve where switching times are

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27.3.01 Co2 emissions (kg) per street light

It is generally accepted that it is desirable to minimise carbon dioxide emissions and minimisation is likely to become a statutory requirement. In addition to 27.1.01, this value

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27.3.05 % of street lamps which had a registered dimming regime

energy return for the year is one measure of how an authority is managing its energy consumption and will include CMS and pre-set dim. It is expected that this will increase as

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27.3.03 Change in energy consumption from year to year (kWh)

may be slight growth from adoption of new developments but in general this should be downward with the rollout of LED luminaires.

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