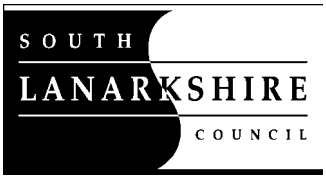


Community and Enterprise Resources
Roads and Transportation Services

Roads Asset Management Plan

2018

Roads asset management

List of figures

Executive summary

The roads asset is the single biggest asset that the council owns and has a gross replacement cost of £4.2 billion, as of 31/03/2017. The roads asset is made up of five major elements:-

- Carriageway
- Footway, Footpath and Cycleway
- Structures
- Street Lighting
- Traffic Management Systems
- Street furniture – Vehicle safety fence

Carriageways

- The council's carriageway asset comprises a total length of 2295 Km
- The Gross Replacement Cost of the carriageway asset is £2.3 billion.
- 48.35% has been treated since 2008 as part of the £126m Roads Investment Plan
- Road Condition Index has improved from 37.5% in 2008/09 to 31.8% in 2017/18
- Council position in Scotland Road Condition Index ranking has improved from 22 in 2008/09 to 10 in 2017/18
- The annual cost to maintain the asset in its current conditions (Steady State) is £11million
- The headline backlog figure (cost of treating the network in a single year) is £79.07milion

Footways

- The footway asset comprises an estimated total length of 2425 Km of footway
- The Gross Replacement Cost of the footways is £499.6 million
- A condition survey of 59% of the estimated footway length has been undertaken.
- Condition Index for our footways is 16.2%.
- The annual cost to maintain the asset in its current conditions (Steady State) is £0.8million

Structures

- The structures asset comprises a total of 748 road bridges, footbridges and culverts.
- The Gross Replacement Cost is £253.7 million.
- The condition of the overall structures asset using the two major indicators is good to fair.

The annual cost to maintain the asset in its current conditions (Steady State) is £2.79million.

Street Lighting

- The street lighting asset comprises a total of 58,564 lighting columns, 64,540 luminaires, 2,160 control pillars and an estimated 1,873 kilometres of cabling.
- The gross replacement cost of the lighting asset is £140.2 million.
- There are 36.8% of the council's lighting columns that have exceeded their design life.
- The council approved a lighting investment programme totalling £25 million in 2015 to replace all of the street lighting with LED over a 3 year period and to replace 7,000 of the oldest and highest risk lighting columns over a 5 year period. This is nearing completion.
- The annual cost to maintain the asset in its current conditions (Steady State) is £1.18million

Traffic Management

- The traffic management asset comprises 218 sets of traffic signals and controlled pedestrian crossings.
- The gross replacement cost of the Traffic signal asset is £27.8 million.
- Traffic signals have a design life of 15 years. There are 29 traffic signal, and 28 pedestrian crossing installations that are at the end or beyond their designed life.
- The annual cost to maintain the asset in its current conditions (Steady State) is £1.115 million

Street Furniture – Vehicle Restraint Systems

- Within South Lanarkshire Council, there are currently 515 vehicle restraint systems, totalling 43.2 Km.
- The estimated gross replacement cost of the vehicle restraint systems is £12.9million
- The estimated current asset valuation is £4.3 million
- The annual cost to maintain the asset in its current conditions (Steady State) is £0.4million

Section 1: Introduction

1.1 The Council

South Lanarkshire Council was formed in April 1996, following local government reorganisation. The council has 64 elected members and around 14,500 employees.

The council area is located in the central belt of Scotland and straddles the upper reaches of the River Clyde, extending into the Southern Uplands. In population terms South Lanarkshire, with more than 316,000 people, is the fifth largest local authority in Scotland. It covers 1,772 square kilometres, almost 80% of which is agricultural use.

The area encompasses a mix of urban and rural neighbourhoods covering four main areas:

Clydesdale – Represents the rural area and is characterised by agricultural land use consisting of farming and market gardening in the Clyde Valley and hill farming in the uplands to the South;

East Kilbride - In the north west of the area and centres on the former new town with farming communities in the landward area;

Hamilton – The former county town and includes the settlements of Blantyre, Uddingston, Bothwell, Larkhall and Stonehouse;

Rutherglen and Cambuslang – Located in the north of the council's area and close to the city of Glasgow.

South Lanarkshire is a diverse area, with heavily populated towns and extensive rural areas which enjoys unspoilt areas of environmental beauty and compares well with the rest of Scotland in a range of ways. The council has a revenue budget of £673 million, and is responsible for delivering a range of services including education, housing, social work, roads, planning, environmental health, consumer and trading standards, libraries and community learning, arts and museum services and country parks.

The council is divided into 20 wards each represented by elected members and the composition of the council is as follows:

Scottish Labour 17
Scottish National Party 25
Scottish Conservative and Unionist 14
Scottish Liberal Democrat 1
Independant 1
Independent Group 6

1.2 Corporate Planning – strategic framework arrangements

The council operates a planning framework which contains the following key elements which are illustrated in the figure 1 below:

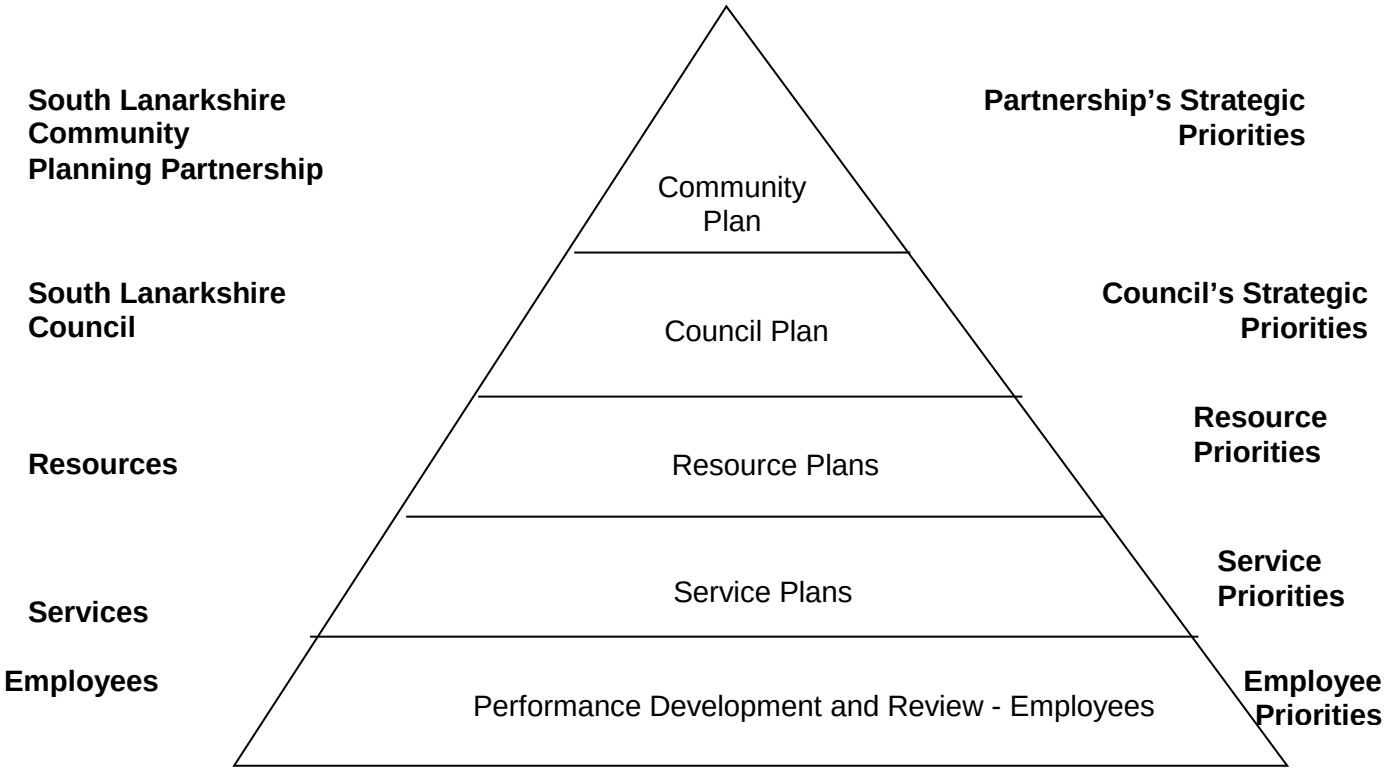


Figure 1: Strategic framework arrangements

1.2.1 Community Plan – "Stronger Together";

The Community Plan for South Lanarkshire – "Stronger Together" - is prepared with the council's key partners including the respective health boards and trusts, Scottish Enterprise Lanarkshire, Strathclyde Police, Strathclyde Fire Brigade, Communities Scotland and Strathclyde Passenger Transport Executive and in consultation with the voluntary sector and community groups. It sets out how by working together we will improve the quality of life in South Lanarkshire.

The Community Plan brings together policy, strategies and action plans for citizens and communities from seven themed partnerships into one consolidated action plan reviewed annually. The major themes of policy areas are:

- Enterprise
- Community Safety
- Rural
- Community Regeneration
- Health and Care
- Sustainability
- Youth

1.2.2 The Council Plan 2017 – 2022 'Connect'

The Council Plan, Connect outlines the vision, values, ambitions and objectives for the council. All of the council's objectives are important however there are nine areas which are currently identified as priority. These are to:

- Improve later life
- Protect vulnerable children, young people and adults
- Improve road network and influence improvements in public transport and encourage active travel.
- Support the local economy by providing the right conditions for inclusive growth
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Work with communities and partners to promote high quality. Thriving and sustainable communities
- Improve achievement, raise educational attainment and support lifelong learning
- Improve the availability, quality and access of housing
- Ensure schools and other places of learning are inspirational
- Deliver health and social care outcomes for all.
- Encourage participation in physical and cultural activities

The diagram below demonstrates the relationship between the council's objectives priorities, ambitions, values and visions.

Figure 2: Objectives and improvement themes

1.2.3 Resource plans

Each Resource of the council produces a Resource Plan. These plans relate closely to the overall vision and key objectives contained in the council plan, and integrate the various statutory plans. The Resource plans identify in more detail key actions: service delivery standards, link levels of service with financial and other resources, enabling stakeholders to see how services are to be provided. Central to the plans are key targets and indicators

which allow and enable service performance monitoring and reporting to inform the Asset Management Plan process within Resource Plans and consider the property implications of changing needs, methods and patterns of service delivery as well as service related legislation.

1.2.4 Service plans

Service plans are produced annually by individual services within resources. They bring together the Resource Plan priorities and targets for which the service is responsible and other key targets for the "core" work of the service. To inform the Asset Management Plan, Service Plans now consider the property implications of changing service delivery needs.

1.2.5 Performance, development and review – employees

In support of these planning processes an employee performance development and review scheme is in place. The scheme establishes and agrees targets for all employees based on the service delivery priorities detailed in the Service Plan.

1.2.6 Local transport strategy and local development plan

In addition to the council's strategic planning framework other statutory strategic plans have an influence the property activity within the council area. The Local Transport Strategy and Local Development Plan sets out the council's vision and strategy in relation to roads and transportation as well as land use across the whole of the council's area. This strategy and plan have both been adopted by the council.

1.3 Asset management

1.3.1 Asset management framework

The Corporate Management Team approved the implementation of a Corporate Asset Management Framework (see Figure 3) following the submission of a joint report by the Executive Directors of Finance and IT Resources, Housing and Technical Resources and Enterprise Resources in the Corporate Management Team report dated 27 May 2004.

The following framework was recommended and approved to demonstrate an ongoing corporate approach to asset management. The framework puts in place a mechanism for preparation of AMPs for the council. Specific roles and responsibilities are detailed in Figure 4.

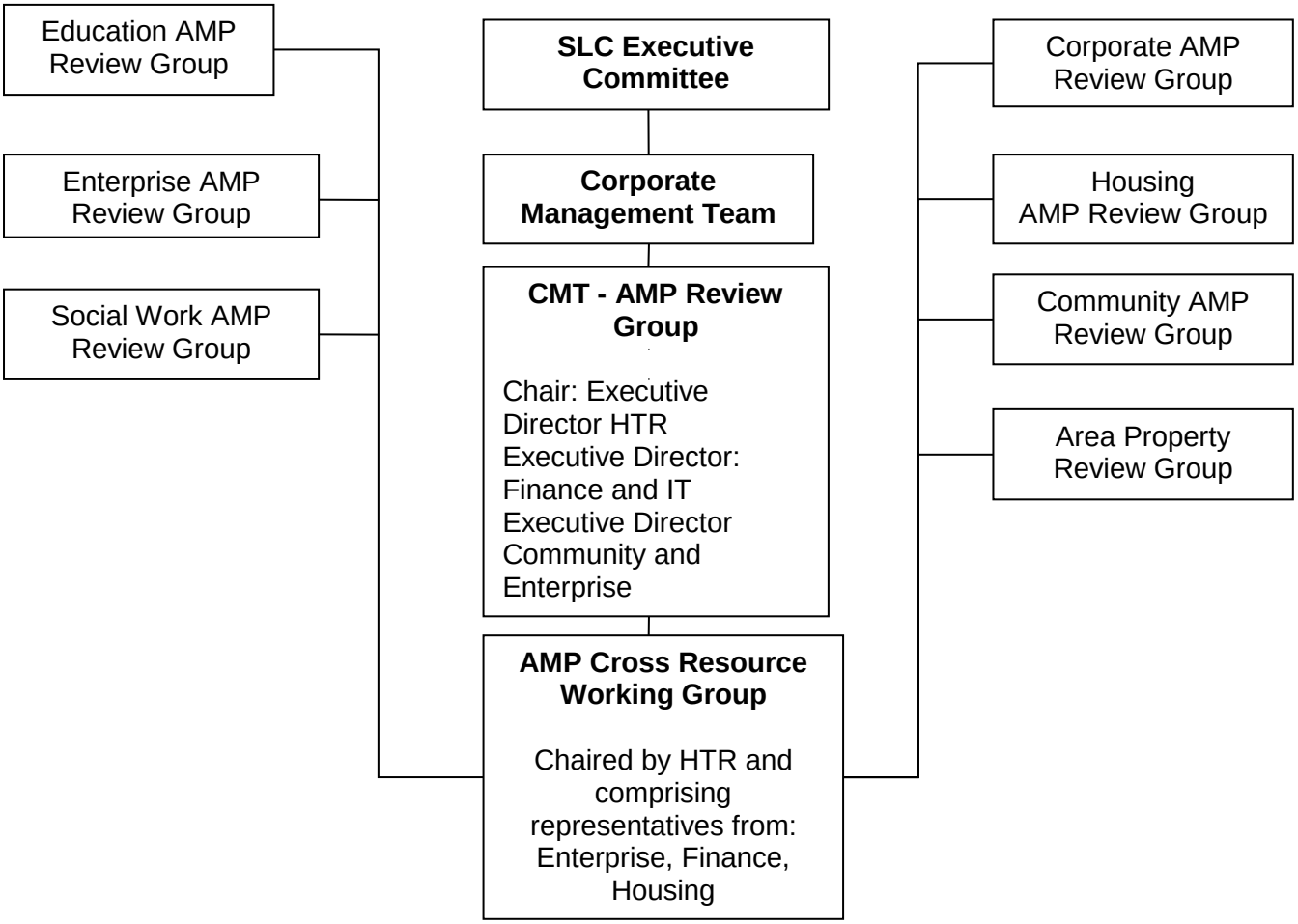


Figure 3: Asset management framework

Figure 4: Organisational responsibilities for asset management		
Responsible Group	**Responsibilities**	**Representation**
Executive Committee	Receive and consider recommendations from the Corporate Management Team, regarding prioritisation of investment programmes and strategic management of the property portfolio	Elected Members
Corporate Management Team	Receive and consider recommendations from the Corporate Management team review group, regarding prioritisation of investment programmes and strategic management of the property portfolio and make recommendations to the Executive Committee	Resource Executive Directors
Corporate Management Team Review Group	Manage the asset management process ensuring participation of all resources. To receive and consider recommendations from the Cross Resource Working Group, regarding prioritisation of investment programmes and strategic management of the property portfolio and make recommendations to the Corporate Management Team. To ensure that technical and financial aspects of the Prudential Code are adhered.	Exec Directors of Finance and IT HTR Community and Enterprise Resources
Cross Resource Working Group	To ensure a corporate approach to asset management planning and recommend, implement and deliver an asset management planning strategy, including administration of the options appraisal, acquisitions strategy and surplus property process. To adhere to an appropriate timetable for completion of Corporate and Resource Plans.	Senior Officers from HTR (Chair) Finance and IT Resources Community and Enterprise Resources
Resource IMM and Asset Management Plan Review Groups	To provide an operational focus on asset management within resources. To prepare and gain approval within Resources for Resource Asset Management Plans linked to Resource Plans Service Plans and Best Value Reviews. To make recommendations to the Cross Resource Working Group regarding prioritisation of investment programmes and strategic management of the Resource property portfolio.	Head of Support Services (Chair) Officers from Finance and IT HTR Community and Enterprise Resources
Area Property Review Group	To assess / categorise development / acquisition /disposal opportunities and provide advice regarding available assets and development constraints to cross resource working group and resource asset management plan review groups	Senior Officer from Regeneration (Chair) Officers from Housing and Technical Resources, Planning, Roads

1.3.2 Asset management function

South Lanarkshire Council recognises that the appropriate use of assets in the right location can make a significant contribution to good service delivery. The aim of The Council's Asset Management Framework is to ensure that front line services provided by the authority are:

- Delivered via an efficient property portfolio
- Delivered from properties that present the right corporate image
- Welcoming to service users
- Remain consistent with their expectations for the delivery of quality services.

The Asset Management Process enables the council to:

- Assess the make-up of the best property portfolio required to deliver given services
- Maximise efficiency of service delivery
- Maximise property efficiency and minimise occupation costs
- Develop corporate thinking and develop long term planning in the context of corporate objectives
- Identify resources for reinvestment subject to the policy of the authority and the Prudential Code.
- Identify potential areas of need for investment.

The Corporate Asset Management Plan is therefore:

- A strategic plan prepared to assist members and officers in managing resources
- A development vehicle in relation to the use and disposal of land and property interests in support of delivery of the councils objectives
- A strategic plan supporting the council's drive to achieve compliance with the Prudential Code and demonstrate best value.

The Corporate Asset Management Plan represents the outcomes of the asset planning process for each resource, providing an achievable corporate strategic property plan, set against the specific themes and objectives of the authority including The Council's 'Connect', Community Plan and individual resource and service plans.

The Corporate Asset Management Plan and Resource Asset Management Plans, are reviewed annually, with a comprehensive review undertaken every five years, to ensure continued compliance with service delivery needs, statutory requirements and corporate aims and objectives. The comprehensive review has been approved by Corporate Management Team and set the template for a revised corporate asset management format which was implemented in 2011.

The Corporate Asset Management Planning Framework provides a means of sharing property information and property data within the council, between potential internal partners and will provide a basis for consultation on development of joint property and land initiatives both internally and externally.

Implementation of the Corporate Asset Management Plan will require corporate co-operation between all resources to achieve the stated aims and objectives.

1.3.3 Definition of road asset management

The definition of asset management adopted by South Lanarkshire Council is that contained within the County Surveyors Society Framework for Highway Asset Management:-

"Asset management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers"

This definition embodies the key principles of asset management:

- Strategic Approach – a systematic process that takes a long-term view.
- Whole of Life – the whole-life/life-cycle of an asset is considered.
- Optimisation – maximising benefits by balancing competing demands.
- Resource Allocation – allocation of resources based on assessed needs.
- Customer-focused – explicit consideration of customer expectations.

Although asset management introduces new practices it does not replace existing good practice. Instead it provides the overall framework and logic within which existing good practice may be more effectively applied and enhanced by new practices.

1.3.4 Drivers for road asset management

There are many drivers for the implementation of a Roads Asset Management Plan, which include:-

- Evidence of strategic thinking and long term planning with regard to maintenance and management of the highway infrastructure.
- Satisfactory explanation to stakeholders of a fair and reasonable way of allocating limited operational, maintenance and improvement resources.
- The introduction of whole of government accounts and resource accounting and budgeting, whereby local authorities are to be required to provide financial forecasting and valuation information to central government.
- In order to meet both national and local outcomes as specified within the Single Outcome Agreement.
- Best value requires councils to secure continuous improvement, balancing quality and cost considerations while having regard to economy, efficiency, and effectiveness.

1.3.5 Roads infrastructure

The council recognises that Asset Management covers more than just property assets and in conjunction with other Scottish Local Authorities Enterprise Resources is developing an approach for a Roads Asset Management Plan which will identify the council's roads and associated infrastructure assets through the Society of Chief Officers of Transportation in Scotland.

The overall aim of the project is to create a common framework for the development of Roads Asset Management Plans for all Roads Authorities across Scotland.

The Society of Chief Officers of Transportation in Scotland appointed Glasgow City Council to act as lead authority for the project and a contract was issued and let by Glasgow City Council appointing Consultants to deliver the workshops and framework to allow the councils to develop their own Roads Asset Management Plan and associated systems, documents and procedures.

This is South Lanarkshire Roads Asset Management Plan, for 2018. This plan will be subject to annual update.

The Corporate Asset Management Plan is approved by The Council's Executive Committee via an annual report. The Roads Asset Management Plan is reported annually to the Community and Enterprise Resources Committee.

Further data collection will be required over this period to allow any existing estimated data to be replaced with actual data. The Roads Asset Management Plan is a statement of the current position in this regard and will identify the measures planned to provide more accurate data in the future.

Section 2 - Asset description

2.1 Road and footway lengths

The road asset within South Lanarkshire Council comprises of the following: -

Operational area road lengths by classification of road

Environment	Class	Clydesdale	East Kilbride	Hamilton	Rutherglen	Totals
Road Length (Km)						
Urban	A	28.287	12.149	20.690	24.026	85.152
Urban	B	14.575	10.331	27.331	14.748	66.985
Urban	C	31.143	23.055	28.440	6.099	88.737
Urban	U	175.345	304.994	329.574	162.084	971.997
	Totals	249.350	350.529	406.035	206.957	1,212.871
Rural	A	141.296	30.083	23.892	1.726	196.997
Rural	B	147.023	26.381	8.648	4.338	186.390
Rural	C	180.722	117.658	56.545	1.244	356.169
Rural	U	263.116	58.572	16.579	4.547	342.814
	Totals	732.157	232.694	105.664	11.855	1,082.370
	Overall Total	981.507	583.223	511.699	218.812	2,295.241

Figure 5: Carriageway road length by area and classification

Road lengths by construction type

The predominant construction type is flexible and, at this stage, a further breakdown has not been undertaken. As part of a future updating of the inventory, this will be investigated. At this stage it is not considered to be a major element requiring special allowance.

Footway lengths by classification of roads

The footway asset is made up of a range of footways as illustrated below

Environment	**Class**	**Clydesdale**	**East Kilbride**	**Hamilton**	**Rutherglen and Cambuslang**	**Total**
Road Length (Km)						
Urban	A	56.574	24.298	41.38	48.052	170.304 km
	B	29.15	20.662	54.662	29.496	133.97 km
	C	62.286	46.11	56.88	12.198	177.474 km
	U	350.69	609.988	659.148	324.168	1943.994 km
	Total	498.7	701.058	812.07	413.914	2425.742 km
Rural	A					
	B					
	C					
	U					
	Total					2425.742 km

Figure 6: Footway / Footpath length by Classification

Until a full inventory of footways is undertaken, a presumption of the existence of two footways in the urban setting has been taken. Footpaths will be added once the inventory has been collected as will rural footways. No allowance has been made for the rural footway network at this stage but the parts of the urban network with single or no footways will broadly cancel this out until actual figures are collected.

2.2 Structures inventory

The inventory for structure is held in a bridges module within the Atlas database. This inventory is in good condition. The database additionally holds all inspection records for the structures. There is a total of 772 structures, not including retaining walls, with spans greater than 0.9 metres owned by South Lanarkshire Council. The table below gives a breakdown of these structures.

South Lanarkshire Council Road Structures Inventory	
Type of Structure	Number of Structures
Special / Listed Bridges	31
Road Bridges	528*
Culverts	91
Footbridges	46
Subways	52
Cattle Grids	28
Retaining Walls	Unknown
Total Road Structures (Excluding Retaining Walls)	776

Figure 7: South Lanarkshire Council Road Structures Inventory
*includes one bridge jointly owned by Network Rail

In addition, there are 92 structures owned by other bodies which are over or under council roads. The table below gives a breakdown of these structures.

Structures not owned by South Lanarkshire Council carrying public roads or footpaths		
Type of Structure	Owner	Number of Structures
Road over Rail	Network Rail	45
Road over Disused Rail	Historic Railways Estate	19
Road over Trunk Road	Transport Scotland	19
Footbridges over Rail	Network Rail	1
Footbridges over Trunk Road	Transport Scotland	8
	Total Road Structures	92

Figure 8: Structures not owned by South Lanarkshire Council

The accuracy of the structures data in the above two tables is considered to be good. The structures information is held on our Atlas roads maintenance management system in a Bridges module.

2.3 Street lighting inventory

The Street Lighting asset within South Lanarkshire Council comprised of 60,686 street lights and 3746 illuminated signs and bollards of various types as detailed in the table below. The data in the below table is considered to be of good quality and is held in a mixture of databases and spreadsheets. It is anticipated that this will be brought together into our Atlas RMMS over the next two years.

Street Lighting Inventory

Unit Group	Clydesdale	Hamilton	Cambuslang and Rutherglen	East Kilbride	**Total**
Effect	102	174	176	34	**486**
Non Road	444	3010	1235	5063	**9752**
Rechargeable	14	49	32	104	**199**
Road	11553	16082	8037	13810	**49482**
Signs and bollards	732	1338	688	988	**3746**
Underpass Vas, etc	191	417	42	117	**767**
Total	13036	20653	10210	20116	**64,432**

Figure 9: South Lanarkshire Council street lighting inventory

2.4 Vehicle Restraint Systems

During the last year a survey of the council's vehicle restraint systems has been progressing. Within South Lanarkshire Council, there are currently approximately 375 vehicle restraint systems, totalling approximately 34.6 Km. At present 198 vehicle restraint system have been surveyed. The data collection will continue.

The majority of existing vehicle restraint systems do not meet current design standards. When replacement is necessary, the new vehicle restraint system installations will be required to comply with current standards (Design manual for Roads and Bridges TD19/06).

2.5 Assets not covered by the Roads Asset Management Plan

- Carriageways, footways and footpaths which are not publicly adopted (i.e. not contained in the list of public roads)
- Verges which are not publicly adopted under the terms of the Roads (Scotland) Act 1984 definition
- Rights of Way which are not publicly adopted
- Council Housing Services' roads, parking aprons, lockup areas and paths which are not adopted and are not in the list of public roads
- Private roads
- Non-Council bridges (although reference is made to their number and location)
- Trees (except as part of adopted areas)
- Drainage related infrastructure that does not form part of the road infrastructure
- Watercourses
- Street nameplates (which are the responsibility of Housing and Technical Resources).

2.6 Asset growth

The average growth of the carriageway network over the past three years is 0.12% per year, approximately 2.8 km per year.

Other asset groups are also increasing. For example, footways increase at twice the carriageway rate in the urban situation, traffic signals, traffic safety measures, lighting, are all increasing but the main reported figure will be increases in carriageway length.

The above increases are mainly due to new housing and commercial developments, which result in adoption of roads and other assets on suitable completion.

Inevitably, some assets, both on newly adopted but especially on the existing network, are growing in complexity as well as quantity, such as road safety signage, special surface finishes, lighting, traffic signals, etc.

Section 3 - Community requirements

3.1 Customer consultation

The council undertakes regular consultation with its customers by a variety of methods including: -

- Household surveys and feedback surveys via the council's website.

- The household survey 2014 covered all services provided by the council and was designed to monitor and improve on the public services provided by the council. It was open to all residents within the council area and was conducted in spring 2014 by both online and poll methods.

Maintenance of Roads and Pavements recorded an extremely low score of 19% in 2010; however, this has now risen to 28% in 2014. In 2010 it was anticipated that the major investment programme in roads would produce an upward shift in satisfaction. As anticipated it has made one of the most significant increases in satisfaction.

Stakeholder engagement was also undertaken as part of the development of the Local Transport Strategy and Local Development Plan. These identified key issues such as the need to improve the quality and safety by improving the condition of the road and footway infrastructure as well as alleviating the impacts of traffic congestion and traffic growth.

3.2 **Council plan**

The council has identified road maintenance as a high priority in The Council Plan and is specifically identified in The Council's Objectives and Improvement Themes initiative and illustrated below.

Figure 10: Council objectives and improvement themes

3.3 **Service action plan**

Roads and Transportation has a Service Action Plan to monitor the resource objective set as part to of the Council Plan.

An example from part of the Roads and Transportation Service Action Plan is provided below.

Resource objective: Implement the Roads Investment Programme			
Action	**Measures / Timescale**	**Links**	**Responsibility**
Continue to undertake road and footway improvements	3.5% of the road network resurfaced by March 2019	LTS, RP Connect 5.1	
	150 carriageway schemes and 25 footway schemes completed during 2018-19	LTS, RP Connect 5.1	
	Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category)	RP, Connect 5.1	
	Cost of maintenance (expenditure) per kilometre of road	LGBF, RP	
Prioritise and undertake repairs to reported road defects	75% of category 2 safety defects completed within agreed timescales		
Continue to undertake safety checks on bridges and implement a prioritised maintenance programme	Bridge improvement and maintenance projects progressed / delivered in line with agreed capital programme by March 2019	RP, Connect 5.2	
	Routine condition inspections on 345 bridges completed by March 2019		
Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	Traffic signal and pedestrian crossing related improvements projects / schemes progressed / delivered in line with agreed 2018-19 capital and revenue programme	RP	
Complete traffic signal repairs within 48 hours	95% of traffic signal repairs completed within 48 hours		
Continue programme of street lighting improvements	Lighting columns improved / renewed by the end of March 2019 in line with agreed programme	RP, Connect 5.3	
	Continued roll out of LED lighting technology in line with agreed investment programme	RP, Connect 5.3	

Deliver a winter maintenance service	Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary	RP, Connect 5.4	
Continue to work with Scottish Local Authority partners to review asset management plan and valuation of assets	Revision of Road Asset Management Plan completed by March 2019		
Continue development of IT systems to support Roads and Transportation Service functions	Continue to review and develop essential Roads related IT systems, including mobile working solutions, by March 2019		

Resource objective: Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport			
Action	**Measures / Timescale**	**Links**	**Responsibility**
Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure progressed / delivered by March 2019 in line with available external and internal capital funding	RP, Connect 5.5	
	Subject to completion of the relevant governance processes, progress / deliver Greenhills Road major transport infrastructure project in line with agreed programme / profiling	RP, Connect 5.5	
	Subject to completion of the relevant governance processes, progress Stewartfield Way major transport infrastructure project) in line with agreed programme / profiling	RP, Connect 5.5	
Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure (e.g. park and ride) progressed / delivered by March 2019 in line with agreed Park and Ride Strategy and available external funding	SDCCS, RP, Connect 5.6	

Figure 11: Service action plan example

Section 4 - Future demands

4.1 Traffic growth

The Road Traffic Reduction Act 1997 requires councils to monitor traffic growth, assess current traffic levels, forecast future trends in traffic growth and set targets to reduce growth in the future.

The council has in place a number of automatic traffic counting sites at various strategic locations within the roads network to measure and monitor traffic volumes and vehicle types using the network. The total number of counting sites currently being 86 and are located at various rural and urban locations within South Lanarkshire.

A number of the 86 sites have been installed and commissioned over recent years and as yet, do not have sufficient historical data to be included in this report.

Several other sites currently monitor usage of access roads to country parks and wind farms. This particular data has been deemed irrelevant to this assessment and has also been omitted.

In total, 62 counting sites have been assessed for this report and the results are tabulated below. The table shows the number of sites increasing/decreasing in traffic between 2010 and 2016 along with the percentage rate per annum.

62 Sites Assessed			**Locations**	**Locations**	
Year	**Volumetric Difference (%)**		**Increase**	**Decrease**	**AADF**
2009					
2010	**-1.3**		**24**	**38**	**8925**
2011	**-1.8**		**19**	**43**	**9394**
2012	**-2.8**		**13**	**49**	**8882**
2013	**0.1**		**29**	**33**	**8883**
2014	**1.5**		**43**	**19**	**8977**
2015	**2.3**		**44**	**18**	**9488**
2016	**4.4**		**52**	**10**	**9764**

AADF – Annual average daily flow.

Many of the traffic survey sites provide information on the composition of the traffic Classification of traffic at the monitoring sites for 2016 is given below.

% Motor Cycles	**%Car or Light Van**	**%Car + Trailer**	**% Rigid, Heavy**	**%Articulated HGV's**	**% Bus and Coach**

			Van or Minibus		
0.7	**86.7**	**0.7**	**9.1**	**2.0**	**0.9**

4.2 **Utilities**

South Lanarkshire Council is notified of over 20,000 unique works per annum by statutory undertakers, the majority of which will involve excavation works. The Scottish Road Works Commissioner and Roads Authorities and Utilities Committee (Scotland) recognise that even when these reinstatements are done according to the relevant specification, these reinstatements have a serious impact on the road network and expedite the deterioration of the pavement beyond design criteria. Current information shows that one in four reinstatements are not laid to specification (2008, 2010 and 2012 National Coring) and therefore careful monitoring and reporting on utility activities is required to ensure compliance with the required standards.

In the first instance, the New Roads and Street Works Act team within South Lanarkshire Council operate a sample inspection regime. Using information from the Scottish Road Works Register, four dedicated inspectors sample and inspect a minimum of 30% of all utility works within the South Lanarkshire area, as well as a commitment to respond to any utility defects reported by the public, any defective ironwork found either individually or picked up as part of a safety inspection regime. Particular regard is given to the signing, lighting and guarding compliance of all current works, which are inspected. South Lanarkshire Council have also operated a local coring programme in order to determine latent defects and escalate the defect for repair by the utility as soon as possible.

South Lanarkshire Council will enforce compliance with noticing (as required by the New Roads and Street Works Act 1991) and temporary reinstatements through the use of fixed penalty notices, shaping compliant behaviour by providing a financial disincentive for poor performance. The council's own performance in noticing is monitored closely, with particular emphasis on S117 roads restriction noticing. Where three month notice can be given for any resurfacing work, an embargo period of three years, where no planned utility works can take place, is enforceable. For this reason every effort is made to ensure that as many works as possible give this notice period and follow all relevant advice notes concerning entry to the road. By allowing the S117 embargo to be enforced legally, the road is maintained in a pristine state for longer, and the extended notice period allows for planned works by utilities to be completed by joint agreement before any resurfacing work takes place.

4.3 **Climate change**

South Lanarkshire Council recognised that business as usual was unsustainable and was having a significant negative and potentially dangerous effect on our climate. The council signed Scotland's Climate Change Declaration in January 2007 and launched its first Sustainable Development Strategy in September 2007, which was refreshed in 2012 and has now expired. A new Sustainable Development and Climate Change Strategy covering 2017 to 2022 has now been launched. The strategy aims to address the causes and effects of climate change and encourage behavioural changes, including a reduction in the single-occupancy use of private cars.

Working with key partners the council is part of Metropolitan Glasgow Strategic Drainage Partnership helping to reduce the risk of flooding.

The Climate Change (Scotland) Act 2009 places three specific duties on the council. The act states "A public body must, in exercising its functions, act –

(a) in the way best calculated to contribute to the delivery of the targets set in or under Part 1 of this act;
(b) in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53;
(c) in a way that it considers is most sustainable.

4.4 Changes in legislation

At this time South Lanarkshire Council has no knowledge of any proposed changes to legislation that may have an effect on the maintenance and management of the roads assets.

4.5 Local and regional transport strategies

South Lanarkshire Council's Local Transport Strategy was published in 2013 and covers the period to 2023. The document sets out an integrated transport strategy for the SLC area that works towards economic, environmental and social sustainability by providing and an accessible and integrated transport network. To achieve this, the strategy has six key objectives which are given below:

- Ensure that transport supports and facilitates regeneration and sustainable development
- To reduce the social exclusion effects of poor transport access
- To alleviate the adverse impacts of traffic growth throughout South Lanarkshire
- Improve quality and safety for all by maintaining and improving the transport infrastructure
- Promote accessibility through enhancing access for all, especially those without a car, to key services, job opportunities, and community facilities and through the development of accessible and affordable public transport.
- To improve health through facilitating and encouraging active travel

Strathclyde Partnership for Transport's Regional Transport Strategy (2008-21) has been developed by and for west of Scotland.

- The strategic outcomes of this Regional Transport Strategy are:
- Improved connectivity on transport networks
- Access for all
- Reduced emissions
- Attractive, seamless, reliable travel

4.6 Demand for additional assets

The Local Transport Strategy identifies that to support sustainable economic growth some investment is required in new road infrastructure. Construction of Cathkin Relief road was completed and open to traffic on the 24/02/2017. The availability of funding and support from partner organisations, the council are now developing road schemes for Stewartfield Way and A726 / Greenhills Road in East Kilbride; and the A71 / B7011 junction.

Other assets, such as extensions of street lighting systems, vehicle activated signs, additional safety signage, are the main asset growth areas at present.

Section 5 - Levels of service

5.1 Introduction

This section of the Roads Asset Management Plan provides a description of the current and target levels of service provided by the road asset. It describes how these standards are established, measured, reported and reviewed. An explanation is provided of the performance indicators used.

5.2 Establishment of levels of service

There are a number of ways that the council determines the level of service relating to the road network to ensure that money spent on maintenance is allocated to achieve maximum benefit and to ensure best value.

- The Council Plan – Connect – establishes the council's priorities and service provision targets
- Council budget setting procedures – based on historic spends.
- Council priorities – The council is committed to an 11 year roads investment programme to improve the road network, amounting to £126 million of Capital Investment over the period – 2008 to 2019.
- The improvement level targeted for the Roads Investment Plan is the road condition indicator reduction from 57% for 2007/8 to less than 30% by 2018/19. It is also a target to be in the top three councils in Scotland based on this road condition indicator.
- Relevant government targets – (National casualty reduction targets)
- New legislative requirements
- Past performance – what was done previously?
- Local Transport Strategy

- Resource and service plans
- Monitor response times for inspecting safety defects
- Monitor response times for completing safety defect repairs

5.3 **Measurement**

The council measures its performance using a number of Performance Indicators. There are a number of these, some are national Performance Indicators, others are local Performance Indicators and they are collected and published regularly.

The Performance Indicators are used to compare year-on-year progress within the council and also to compare with other authorities. However, not all PIs are measured and reported in the same manner across authorities and where variations are noted they need to be examined closely. Association for Public Service Excellence indicators are reported nationally and should be consistent.

When comparing year-on-year performance it is worth noting that where there are large variations in performance there is usually some underlying reason. For example, there appeared to be a significant reduction in the lengths of road surface dressed in one year although the budget was increased from the previous year. Examining the schemes undertaken that year revealed that wider roads had been treated, a more expensive binder had been specified and more double dressings used.

Current and targeted levels of service are indicated in the tables below in Paragraph 5.6.

5.4 **Reporting**

The council produces reports internally. This allows senior management to monitor performance at any time. National Performance Indicators are generally reported annually.

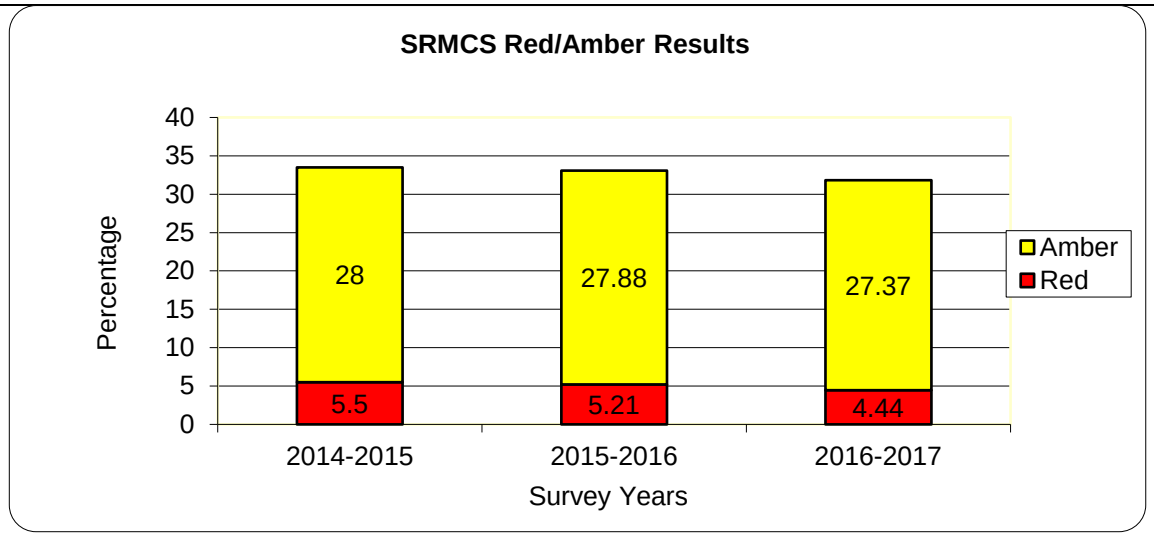
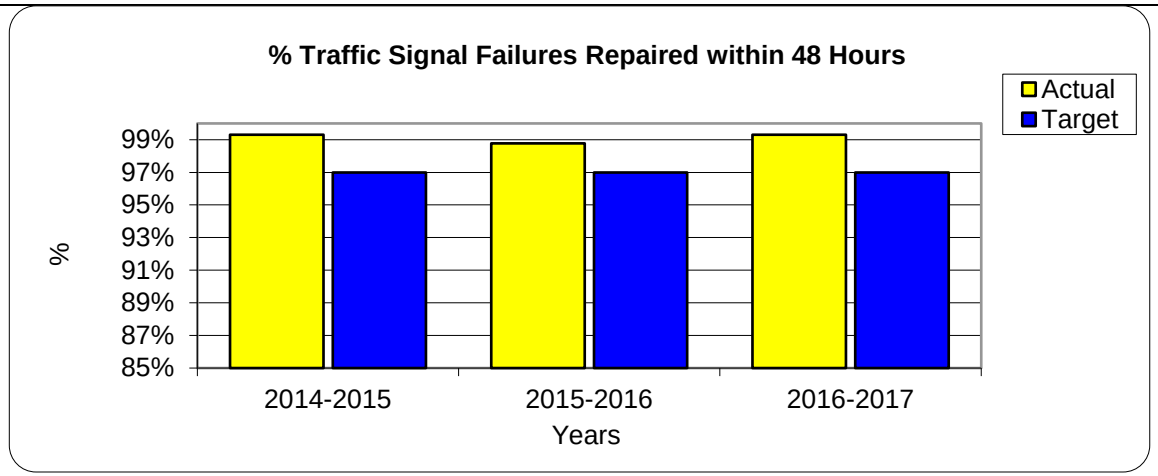
Reports are provided to the Senior Management Team and Roads Management Team on key issues, such as absence figures, emergency response times. These regular meetings also monitor the budget and works programmes.

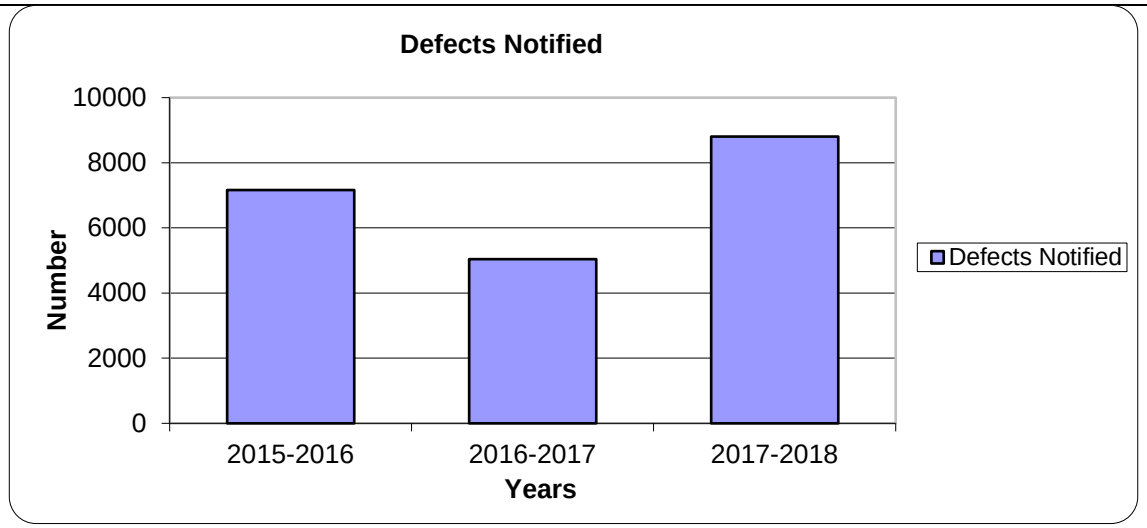
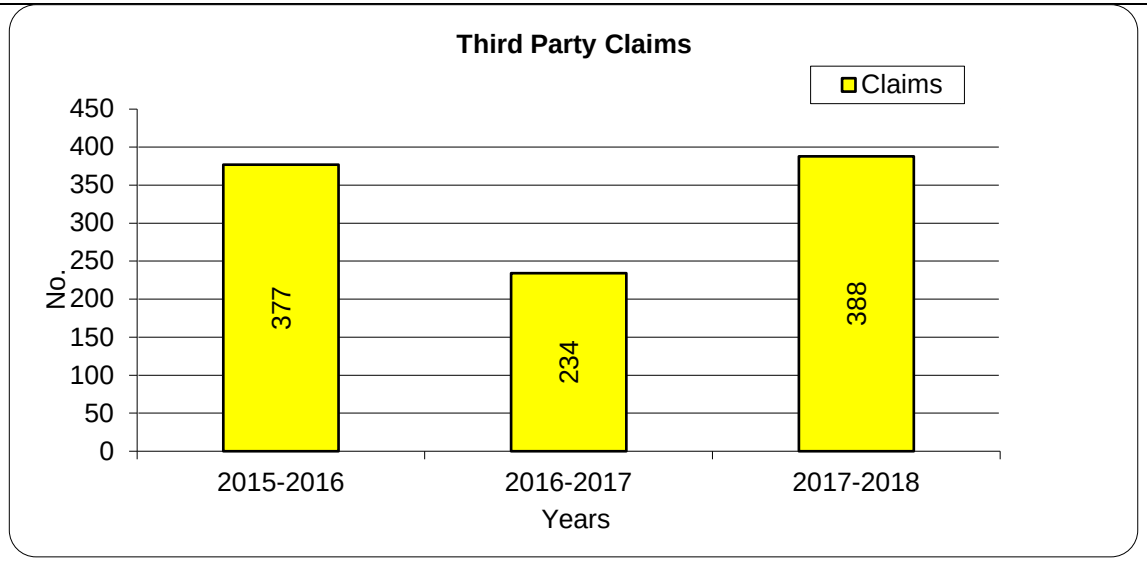
5.5 **Performance review**

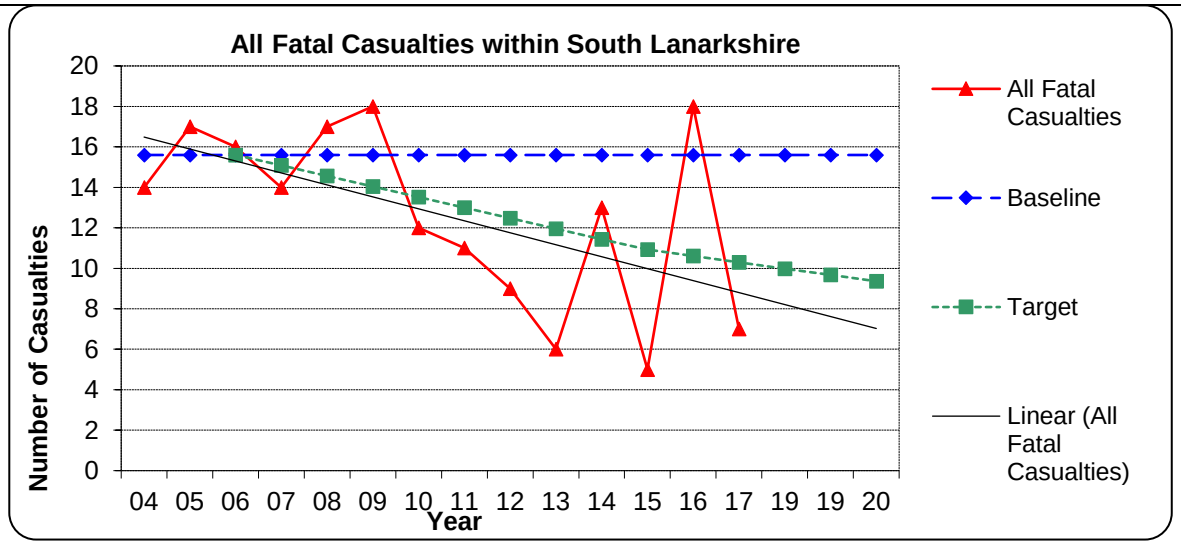
The works programme and budget is also monitored at monthly meetings between finance and roads managers. This allows any overspends or slippages to be reported and managed at an early stage. In addition, mid-term and end of term financial review meetings are held by the Heads of Roads and Transportation with the Roads Area Managers to monitor the individual area and overall performance of the delivery of the programme and the cost effectiveness of this delivery.

5.6 **5.6 Current level of service**

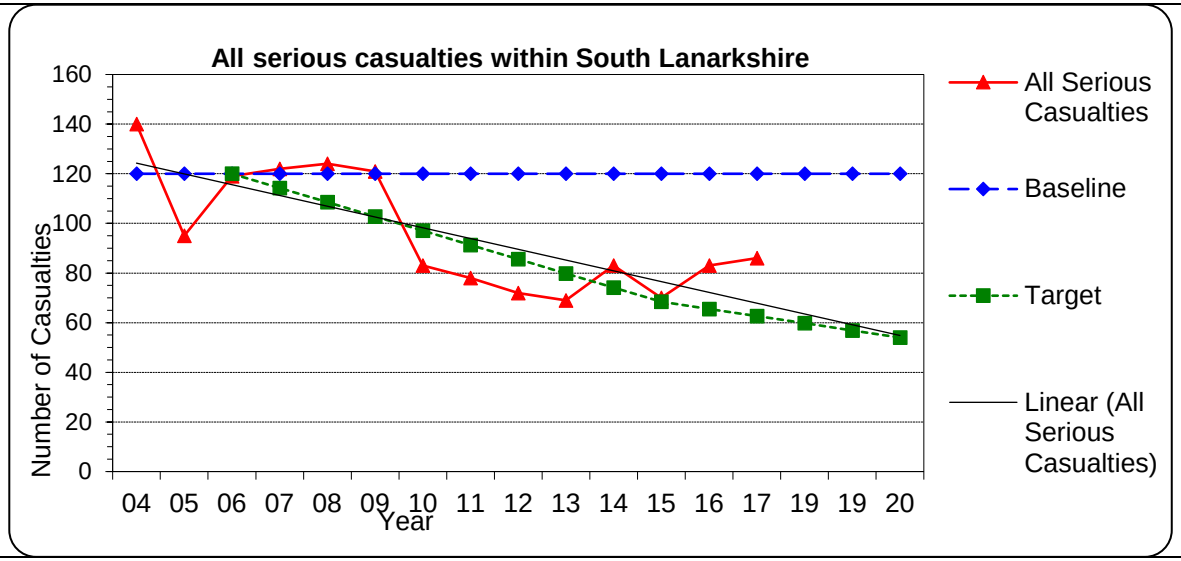
The current standards of service as measured by the current Performance Indicators are shown below.

Roads		The percentage of road network in need of treatment is identified each year through the published road condition indicator figures. This figure is made up of red and amber sections the graph opposite gives details of this for the last three years
Traffic signals		The target for repair of Traffic Signals within 48 hours is 97%.

Customer satisfaction		The council received defect notifications which are logged in the Enquiry Manager Database. This chart shows the number of notification received over the last three years
		The Roads Investment programme should assist in the reduction of Third Party claims. This chart shows the number of third party claims received over the last three years



This graph indicated the trend in Fatal accident reduction to meet the 2020 target



This graph indicated the trend in serious accident reduction to meet the 2020 target

Figure 1: Current performance indicators

5.7 Target levels of service

A number of targets have been set for future performance of Roads and Transportation Services and some are shown in the table below.

Reference	Description	Target
Road Maintenance	Carriageway condition - % of road network that should be considered for maintenance treatment	Reduce to 28% by 2018/19
Traffic Light Repairs	Traffic light repairs 99.33% of the repairs completed within 48 hours	97%
Bridges	Inspections of bridges	345 bridges by March 2019
Road Safety	Deliver prioritised road safety improvements at identified accident locations / routes	40% reduction of fatal casualties and a 55% reduction in serious casualties by 2020

Figure 13: Target performance

Section 6 – Lifecycle planning

6.1 Introduction

This section of the Roads Asset Management Plan provides a description of the process of lifecycle planning and how it is applied in South Lanarkshire Council. It includes a summary of the current status of the asset groups for which lifecycle plans have been developed.

6.2 Purpose of lifecycle planning

As part of the development of this Roads Asset Management Plan we have created Life Cycle Plans to document how the major asset groups that make up the road infrastructure are managed. Each lifecycle plan provides definition of the standards that are applied to the management of the asset group in question and details of the processes that are used to ensure that these standards are delivered.

Production and updating of these lifecycle plans is also enabling local knowledge to be captured. Documenting the Life Cycle Plans will allow us to capture the knowledge held by key individuals, record this information and thus enable it to be shared and developed.

At this stage, only the major asset groups, such as carriageways, footways, footpaths and cycle ways, structures and street lighting will have a full Life Cycle Plan.

6.3 Output from lifecycle planning

The output from the lifecycle planning process is a long term prediction of the cost of the continued management and operation of the asset in question. These are in the form of financial projections (contained in Section 6) and are linked to target levels of service (Section 5).

6.4 Importance of lifecycle plans

Lifecycle plans are at the core of our approach to road asset management planning. They contain the detail that enables asset management practices, such as long term cost projection, performance management and risk management, to be applied consistently across all asset groups.

6.5 Lifecycle plan contents

Lifecycle plans are being updated as information on each asset group is gathered and analysed. When fully populated each Life Cycle Plan will contain the information shown on Figure 14.

Section	Answers	Contains
The Asset	What assets do the council own?	- Inventory details (type size) - Asset growth statistics
Service Expectations	What is each asset group required to do?	- Customer expectations - Council objectives for transport - Specific user requirements - Safety considerations - 3rd party use - Environmental requirements - Network availability - Amenity considerations
Management Practices	How is this asset group managed?	- Policies - Inspection Regime - Condition Assessment - Construction/Asset Acquisition - Routine Maintenance - Operational/Cyclic Maintenance - Planned Maintenance/Renewals - Disposal
Investment	How much should be and is spent on this asset group?	- Historical Investment - Output from historical investment - Forecast Financial Needs Valuation: gross replacement cost, depreciated replacement cost and annualised depreciation cost.
Works Programme	How are works programmed for this asset group?	- Existing forward works programme three years - Works programme coordination - Option Appraisal, Treatment Selection - At a project level - At a budget category level
Risk	What are the risks associated with this asset group?	- Risk identification - Major asset risks
Works and Service Delivery	How are works delivered or procured on this asset group?	-
Performance Measurement		- Performance indicators - Current performance figures - Target performance figures
Future Strategies	What strategies are there for the future management of this asset group?	-
Service Improvement actions	What improvement would improve the council's management of this asset group?	- Asset specific improvement actions

Figure 14: Lifecycle plan contents

6.6 Status of Lifecycle Plans

Separate lifecycle plans have been produced for each of the following asset groups and are currently in the state of development noted. (Figure 15)

Asset Group	Status	Actions
Carriageways	100% complete	Plans to be reviewed and updated as required
Footways, Footpaths and Cycleways	100% complete	Plans to be reviewed and updated as required
Bridges and other road structures	100% complete	Plans to be reviewed and updated as required
Street-lighting	100% complete	Plans to be reviewed and updated as required
Traffic Management Systems	100% complete	Plans to be reviewed and updated as required

Figure 15: Status of Lifecycle Plans

6.7 Asset group status reports

The current status of the major asset groups that make up the road asset as at March 2018 are summarised in the following tables for

Carriageways

Footways

Structures

Street Lighting

Traffic Signals

Asset group summary - carriageways		
	Statistics	Commentary
The Asset	The length of the public road network in South Lanarkshire is 2295km.	It is expected that the asset will grow ever so slightly over the coming years. Due to the effects of recession the number of developments is expected to continue to rise slowly at this rate.
Customer Expectations	Householder surveys of service provision and satisfaction are undertaken by the council every few years. Two roads asset management plan aspects are tested by this survey – 1 - Provision and Maintenance of Street Lighting – 2008 = 80.9% , 2010 – 85.9% and 2014 = 83% satisfaction 2 - Maintenance of Roads and Pavements – 2008 = 24.2%, 2010 = 18.6% and 2014 = 29% satisfaction. This indicator was by far the lowest of council services and was instrumental to the introduction of the Roads Investment Plan During 2014/15 there were 305 third party claims	Within Section 3 The latest householder survey was carried out in the Spring of 2014. Compared to 436, 412 and 371 in the preceding three years
Condition	Current condition: 31.8% in red or amber condition This indicator has been shown an improvement over the last three years despite major damage to the network from three severe winters Our relative position to other council's has improved from 22 in 2008 to 10 in 2017	Percentage of road network that should be considered for maintenance treatment.
Historical Investment	Historical investment levels for Planned Maintenance (summary of last three years) 2015/16 = £14,558,077 2016/17 = £12,021,526 2017/18 = £12,021,526	Planned Maintenance includes - Resurfacing, Surface Dressing, Repave and Re-tread.

Valuation	Gross replacement cost £2.3bn Depreciated replacement cost is estimated as £1.95bn Annualised depreciation - £31M	Gross replacement cost for carriageway only
Planned Future Investment	Additional year on year capital funding approved for eight years in 2008 and amended to eleven years in 2011.	Anticipated future funding levels. The £126m Roads Investment Funding package has been spread over 11 years rather than the original 8 years to keep the disruption of the network reasonable during its delivery
Forward Works Programme	An outline two year programme of works for 2019/21 is under preparation This is based on the existing information about the asset	Usually once scheme ranking system has been applied the programme will have to be revised. Recent severe winters have required annual reassessment of this programme.
Level of Service	Apart from the condition target above no other performance targets have been set for this asset group. Guidance on safety defect category thresholds is presently being considered by the Society of Chief Officers of Transportation in Scotland (SCOTS).	To be developed as part of the Society of Chief Officers of Transportation in Scotland (SCOTS) Asset Management Project
Key Issues	Road hierarchy to be reviewed. Scheme Ranking System is used to score schemes under consideration. Inventory data to be collected – widths and surface types initially required.	Collected data to be input into the roads maintenance management system

Figure 16: Asset group summary carriageways

Asset group summary - footways, footpaths and cycle ways		
	Statistics	Commentary
The Asset	The length of the footway network in South Lanarkshire is assumed to be 2380km. There is currently no measurement of remote footpaths or cycle ways	The urban footway network is assumed to be twice the length of the urban road network. No inventory data exists for footways, footpaths or cycle ways.
Customer Expectations	Householder surveys of service provision and satisfaction are undertaken by the council every few years. Two Road Asset Management Plan aspects are tested by this survey – 1 - Provision and Maintenance of Street Lighting – 2008 = 80.9% , 2010 – 85.9% and 2014 = 83% satisfaction 2 - Maintenance of Roads and Pavements – 2008 = 24.2%, 2010 = 18.6% and 2014 = 29% satisfaction. This indicator was by far the lowest of council services and was instrumental to the introduction of the Roads Investment Plan.	To be developed as part of the ongoing Roads Asset Management Plan The latest householder survey was carried out in the Spring of 2014.
Condition	A condition survey of part of the footway network revealed a condition index of 16.2%. This is the estimated extent of our footway network that should be considered for maintenance purposes.	A condition survey of 59% of our estimated footway length was undertaken between in 2014 to 2017, using the methodology developed by Society of Chief Officers of Transportation in Scotland (SCOTS) as part of the Roads Asset Management Plan project.
Historical Investment	Historical investment levels for Structural Maintenance(summary of last three years) 2015/16 = £1,961,198 2016/17 = £3,220,185 2017/18 =£3,220,185	
Valuation	Gross replacement cost £499.5M Depreciated replacement cost £380M Annualised depreciation £6.122M	Gross replacement cost for footways only

Planned Future Investment	Additional year on year capital funding approved for eleven years in 2008.	
Forward Works Programme	An outline three year programme of works for 2016/17, 2017/18 and 2018/19 has been prepared. This is based on the existing information about the asset	.
Level of Service	Apart from the above no other performance targets have been set for this asset group	To be developed as part of the Society of Chief Officers of Transportation in Scotland (SCOTS) Asset Management Project
Key Issues	Footway hierarchy to be reviewed Separate footpath networks to be established Scheme Ranking System has been developed. Inventory data to be collected – widths and surface types initially required.	Footpath network still to be established in the roads maintenance management system Trial Footway condition Survey continued in 2017

Figure 17: Asset group summary - footways, footpaths and cycle ways

Asset group summary – structures		
	Statistics	Commentary
The Asset	There are 776 structures, not including retaining walls, owned by South Lanarkshire Council.	The inventory for the council owned structures is held in the Atlas database
Customer Expectations	Householder surveys of service provision and satisfaction are undertaken by the council every few years. Two Roads Asset Management Plan aspects are tested by this survey – 1 - Provision and Maintenance of Street Lighting – 2008 = 80.9% , 2010 – 85.9% and 2014 = 83% satisfaction 2 - Maintenance of Roads and Pavements – 2008 = 24.2%, 2010 = 18.6% and 2014 = 29% satisfaction. This indicator was by far the lowest of council services and was instrumental to the introduction of the Roads Investment Plan	To be developed as part of the ongoing Roads Asset Management Plan The latest householder survey was carried out in the Spring of 2014.
Condition	The council owned structures are in good to fair condition.	Inspection records are held against each structure in the database.
Historical Investment	Historical investment levels for Structural Maintenance (summary of last three years) • 2015/16 - £700,000 • 2016/17 = £770,000 • 2017/18 = £770,000	
Valuation	Gross replacement cost £253.7m Depreciated replacement cost £224.9m Annualised Depreciation £1.97m	
Planned Future Investment	The 2017/2018 Capital allocation for the asset is £270,000 and the Revenue allocation £500,000. This level of funding is expected to continue until 2018/2019.	This level of investment is due to continue.

Forward Works Programme	The 18 remaining sub-standard bridges are included in a bridge strengthening programme which is prioritised depending on the class of road carried, assessed capacity and condition of the structure. The programme for planned maintenance is compiled annually from the results and recommendations from the previous year's inspection programme.	The current level of capital funding would prospectively allow one or possibly two bridges to be strengthened per year but this activity is prioritised alongside other asset improvement projects such as parapet replacements/containment upgrades.
Level of Service	There are currently no performance indicators for the asset.	To be developed as part of the Society of Chief Officers of Transportation in Scotland (SCOTS) Asset Management Project
Key Issues	Inventory data to be collected for retaining walls. Locations, construction type and condition initially required.	Long term project to produce retaining wall inventory has commenced.

Figure 18: Asset group summary – structures

Asset group summary – street lighting		
	Statistics	Commentary
The Asset	The lighting / electrical asset comprises of 58,564 columns, 64,540 luminaires and 66,270 lamps.	No detailed inventory data currently exists for the cable network.
Customer Expectations	Customer expectations are that faults are attended to timeously. The local Performance Indicator "Percentage Of Street Lighting Repairs" is no longer recorded. A Customer Survey was carried out recently on a trial of new dimming. Feedback from this survey was very positive.	The Performance Indicator timescale changes in faults resolution from 7 days to 30 days (depending on time of year) mean the figures are no longer representative and have been withdrawn as a local Performance Indicator.
Condition	The condition of the asset is managed by Planned Inspections and remedial action as follows:- • Electrical Network:- Inspections and Tests carried out every 6 to 8 years. A general visual inspection of all plant is carried out during electrical inspections and testing every 6 to 8 years.	The Service Life utilised in the Life Cycle Plan, for Galvanised Steel Columns, is 30 years. The existing network contains 36.8% of columns which are over 30 years old. It is recognised that the vast majority of columns will remain safe beyond their service life.
Historical Investment	The Historical Investment in the Lighting Asset, for the last 3 years, is as follows:- • 2015/16 - £10,532,405 • 2016/17 - £10,885,073 • 2017/18 - £3,874,102	
Valuation	Gross Replacement Cost £140 M Depreciated Replacement Cost £78.8M Annualised Depreciation Cost £4.2M	
Planned Future Investment	In March 2015 the council approved a lighting investment programme totalling £25 million to replace all of the street lighting with LED over a 3 year period and to replace 7,000 of the oldest and	LED programme approved to reduce energy costs and column replacement programme set up to address these columns which have exceeded their

	highest risk lighting columns over a 5 year period.	design life and require to be replaced.
Forward Works Programme	A three year programme of works for 2016/17, 2017/18 and 2018/19 is nearing completion. This is based on the existing information about the asset	An appraisal system is used to determine priorities which are based on column type / condition, cable type / faults, light source etc.
Level of Service	The level of service is dependent on the appraisal system score and the available budget.	
Key Issues	The Key Issues are detailed below:- • Replacement of cable types prone to failure and faults e.g. paper insulated cables and the replacement of circuits failing electrical tests. • The lack of detailed inventory for the cable network.	Cable surveys will require to be undertaken to improve the inventory details available for this asset.

Figure 19: Asset group summary – street lighting

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Asset group summary – Traffic Signals		
	Statistics	Commentary
The Asset	The traffic signal asset comprises of consists of 218 traffic signal and pedestrian crossing installations.	There is an excel spreadsheet for all installations.
Customer Expectations	Customer expectations are that faults are attended to timeously. The local Performance Indicator. The percentage of traffic signal and pedestrian crossings fixed are produced externally annually, with quarterly reports produced for internal use.	The Performance Indicator is calculated on the number of faults resolved within 48 hours.
Condition	The condition of the asset is managed by Planned Inspections and remedial action as follows:- • Electrical Network:- Inspections and Tests carried out every 6 years. • Inspection of traffic signals either monthly or 6 monthly	The Service Life utilised in the Life Cycle Plan, is 15 years.
Historical Investment	The historical investment in the traffic signals asset, for the last 3 years, is as follows:- • 2015/16;-£1,188,514 • 2016/17:-£1,290,544 • 2017/18:-£959,521	Capital funding has generally been from external partners.
Valuation	Gross Replacement Cost £28.3m Depreciated Replacement Cost £12.7m Annualised Depreciation Cost £0.75m	
Planned Future Investment	The 2017/2018 Capital allocation for the asset was £100,000. This level of funding is expected to continue until 2019/2020.	External funding will be sought to assist with the upgrading of the asset where appropriate.

Forward Works Programme	The programme for planned maintenance is compiled annually from the results and recommendations from the previous year's inspection programme.	The current level of capital funding would prospectively allow one junction or three pedestrian crossings to be replaced per year.
Level of Service	Level of service is dependent on a priority scoring system and the available budget.	
Key Issues	The Key Issues are detailed below:- • The traffic signal and pedestrian crossing asset is becoming an aged asset. With the lack of investment the age profile of these assets will continue to regress.	

Section 7 - Financial summary

7.1 Sources of funding

Revenue expenditure is the day to day running costs in providing council services and includes employee costs, property costs, repairs and maintenance and debt management costs (loan charges).

Revenue expenditure is funded from two main sources as follows:

- Aggregate External Finance – Government Funding - which comprises Revenue Support Grant, Non-Domestic Rates Income and specific grants (such as Police) and funds just over 82% of the council's revenue budget.

- The balance is met from local council tax which is levied on individual properties.

Other sources of income for the council include:

- Fees and charges (Roads Construction Consents etc.)
- Trading Operation Surpluses
- Reserves
- Developer Contributions

7.2 Budget allocation

South Lanarkshire Council's Executive Committee approves its financial strategy annually and the Revenue Budget is approved in February each year.

Further projects will be added to the 2018-19 programme during the year from other capital grant funding for specific investment programme schemes and include grants from both Scottish and UK Governments, National Lottery, European Regional Development Fund, Local Transport Bodies and other private and public companies.

In summary, capital costs are met from a mix of borrowing, capital receipts from asset sales, fund balances and the use of revenue funds (capital from current revenue).

The Roads Investment Plan budget will be used to fund capital works schemes for carriageways and footways, with other general funding also being used for these schemes plus lighting, structures, flood prevention, traffic management, etc. The Executive Committee of the council agreed to change the Roads Investment Plan term to 11 years by keeping the annual additional funding at £12m per year for the period 2012/13 through to 2018/19. This was done to keep the road works schemes to a reasonable number each year to avoid too much disruption and also to allow more of the programme to be delivered by our contracting unit, thus delivering the programme at the best value.

7.3 Network valuation

The Gross Replacement Value of South Lanarkshire Council's Road Assets, and Land is £4.204bn and the depreciated replacement cost is £2.65bn at 31 March 2017.

Section 8 - Risk management

8.1 Context

Within South Lanarkshire Council risk management is not an initiative; it is a key element of good governance. It informs decision making and builds on other efficiency and best value agendas.

A risk is something which might prevent the council, or its community and business partners, from achieving agreed objectives and priority actions or which might detract from the promotion of council values. A risk is also a chance which is taken in order to improve services. South Lanarkshire Council undertake practical risk management to maximise opportunity and minimise loss.

The Council's Risk Management Strategy has been in place since 2002, the main objectives being to raise awareness of the requirement to manage risk and to promote the practical identification, evaluation and management of risks when delivering services. The Risk Management Strategy has been subject to regular review and update since its introduction, including external review by the council's insurance providers Gallagher Basset and it has been updated to include guidance on risk management in partnerships and the inclusion of risk information in committee reports.

8.2 Aims and objectives

- Ensure that risks are identified for all council and major partnership objectives, priority actions and values
- Raise risk awareness throughout the authority through clear communications processes
- Concentrate on the practical implementation of the risk management methodology through training
- Implement professional standards of competence in risk management such as those proposed by Institute of Risk Management and ALARM/AIRMIC
- Comply with minimum legislative risk related requirements and avoid litigation/prosecution
- Improve transparency in governance arrangements by providing evidence
- Encourage uninterrupted and efficient service delivery by planning for contingencies
- Ensure appropriate risk financing and insurance is in place
- Minimise insurance premiums and enhance reputation of the council
- Involve resource risk groups and sponsors in local management of risk

The central risk management section assesses each Resource against the requirements of the Risk Management Strategy to ascertain the extent to which the management of risk has been embedded throughout the council and how well each Resource is complying with the Risk Management Strategy. The outcome from the review is reported to the Corporate Management Team in the annual Risk Management report. The assessment of compliance for Enterprise Resources was very positive with a score of 31 from a possible 36. 12 areas were assessed, seven were evaluated as fully compliant and the remaining five noted as work in progress.

8.3 **Methodology**

The methodology for managing risk in South Lanarkshire Council is simple and is universally applied. The four key steps are; identify, evaluate, manage, monitor.

Techniques in using and applying the methodology will differ, depending on the project or service area and the impact it is likely to have on delivery of council objectives. The treatment of risk will depend on ownership, availability of insurance cover, cost of mitigation and level of concern. Preventative control measures are encouraged but assessment of costs against benefits should become routine before implementation of any mitigating measure.

Risk registers and risk control plans will be used to share information, reduce duplication of effort in managing risks and to build up an overall risk profile of the council. The risk profile will be monitored and the level of exposure reported as appropriate.

Risk Management in South Lanarkshire Council aims to: underpin best value and efficiency, be recognised as a key element of good governance, be consistent with supporting, protecting and encouraging employees. Improved partnership and contractual working, serve corporate aims by identifying and managing risk.

Corporate aims are also served by integrating service planning, performance management, audit work and the management of risk. Risks affect all council services, assets, employees, reputation, and dealings with the community and business partners.

South Lanarkshire Council aims to be risk embracing, in that it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures. Risks are evaluated, initially without regard to any mitigation or controls that are already in place. Evaluation is two fold.

Likelihood is on a scale of one-three, one being lowest.
Impact is on a scale of one-three, one being lowest.

These assessments combine to provide an overall risk score on the scale of one-nine, using a recognised risk matrix.

IMPACT	3	4	7	9
	2	2	5	8
	1	1	3	6
		1	2	3
			Likelihood	

Figure 20: Risk matrix

The systematic identification, evaluation, management and monitoring of risks is embedded in service delivery; in the way we make decisions; in the management of major projects and in our dealings with partners and contractors. Risk management applies at all times but especially during periods of major change. The main benefits of managing risk are:

- improved performance because there will be fewer unknowns which require reactive management
- restrained insurance premiums, and
- improve accountability and governance as decisions, choices and actions become more transparent.

8.4 Roles

The main responsibility for implementing the Risk Management Strategy will lie with the nominated Risk Sponsors in each Resource. The Risk and Audit Manager has a key role in raising awareness and supporting the Resource Risk Sponsors.

Resource Risk Groups and various other task groups will undertake risk related activities at resource and service level, within projects, corporately and within community groups and partnerships. They will report progress to the central Risk Management Section, the corporate Risk Sponsors Group and to their own Resource Management Team.

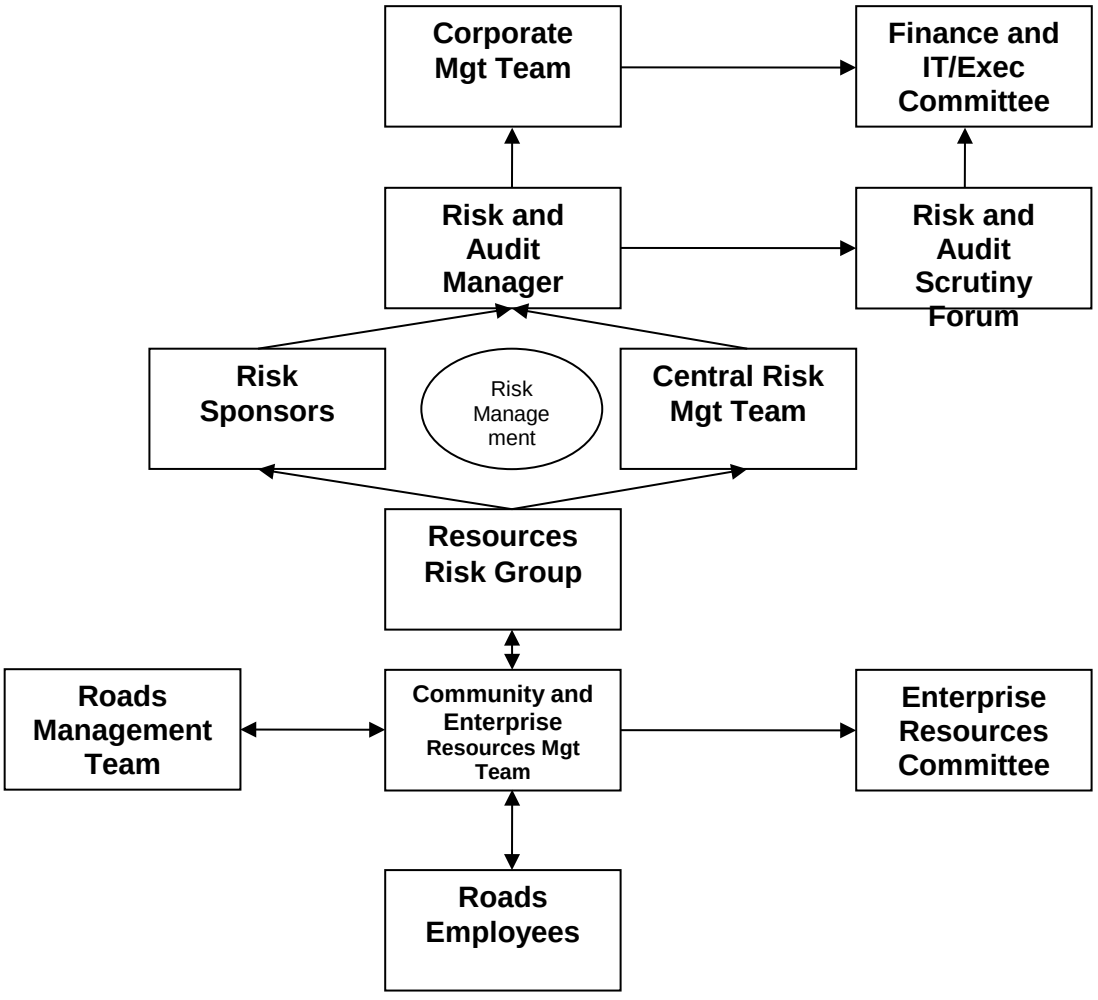

Figure 21: Risk management

The Corporate Management Team will:

Monitor and check that the risk management strategy is adopted across all Resources, monitor and check that council plans and policies are risk assessed. Prioritise and manage strategic risks, monitor corporate risks and the general risk management progress.

Executive Directors will:

Appoint a Resource Risk Sponsor and establish a Resource Risk Group, develop and maintain, at least on an annual basis, a resource risk register and risk control plan. Evidence assurance of sound risk management must also be prepared as part of their annual commitment to good governance.

Heads of Service, Resource Management Teams and Senior Managers will:

Take actions to deliver the Risk Management Strategy in their area of responsibility particularly promoting risk awareness in decision making, ensure risks are appropriately managed and that employees are trained, monitor operational risk management.

The Risk and Audit Manager will:

Report to the Depute Chief Executive and Executive Director for Finance and Corporate. Co-ordinate strategic risk management, oversee funding and liaise with managers in the implementation of their risk management strategies, be professionally qualified and through the audit role have access to all relevant council information in order to analyse and present top risks and approve or reject bids for risk initiative central funding. Provide corporate monitoring reports to the Corporate Management Team and elected members

The cross-resource Corporate Risk Sponsors Group will:

Implement the Risk Management Strategy across the council, share experiences and inform changes to the strategy, provide risk management advice and support within and across resources, review the corporate risk register and control plans, identify overlapping risks and control measures, promote corporate risk management and insured hotspot initiatives, direct cross cutting risk initiatives.

Resource Risk Groups will:

Prepare and review risk registers and risk control plans, consider and evaluate new risks to delivery of services, inform targeted risk management initiatives, monitor delivery of control measures and report on progress against the Risk Management Strategy and annual work plans, manage insured hotspots

The Risk and Audit Scrutiny Forum will:

Challenge Resource and corporate risk profiles and provide assurance to other elected members that the council's risks are being appropriately managed

- promote the understanding of risk among other members and the benefits of risk management as well as monitoring the council's internal controls and approach to audit
- Seek assurance of sound risk control

Approval of, and support for, the risk management strategy, policy and actions by the Corporate Management Team, politicians and Trade Unions secures a commitment to the

sound management of risk within the council and its partnership businesses. The approval embodies the principles, application and implementation of the detail of the methodology and the strategy.

The Community and Enterprise Resources Risk Group is made up of representatives from each service and is chaired by the Resource Risk Sponsor. The group meets three times a year and conducts a review of the risk register and control plan as part of its remit. Projects are assessed and categorised and where relevant, control measures identified to mitigate risks. Where necessary, additional actions are identified and included in the risk control action plan where they are closely monitored. Community and Enterprise Resources follows the council guidance in developing, monitoring and updating the Risk Register on an ongoing basis. The purpose of the register is to ensure that the resource is fully aware of the main risks that it has, prioritise these risks and have controls in place to eliminate or minimise the impact of risk. Risks scoring between seven and nine are considered high risk and are monitored closely. The table below details the top risks that relate to the roads service which were reported to the Enterprise Committee on 2 February 2011. An annual report is also submitted to the Community and Enterprise Resources Senior Management Team which provides an update on top risks, the number and cost of claims resulting from public liability, motor and property claims and identified insurance hotspots. The risk control action plan will be monitored on a quarterly basis to ensure outstanding actions are completed within timescale.

8.5 **Top risks table**

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score
Reduction in Council funding, resulting in difficulties maintaining front line service. Council Top Risk • Failure to achieve Resource savings • Failure to meet Planning income targets	9	• Regular monitoring of income v budget projections • Ongoing review of resources and control of general spending	8
Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan Council Top Risk • Failure to effectively manage the processes and practices to reduce the impact of welfare reform relative to Scottish Index of Multiple Deprivation domains	9	• Single Outcome Agreement • Tackling Poverty Programme • Council and key partners to implement inclusive partnership economic strategy • Economic Growth Board • Employability programme • Regular progress reporting to SMT/CMT/Committee	7
Increasing levels of adverse weather Council Top Risk • Disruption to the transport network • Funding arrangements not sufficient to respond to adverse weather events • Failure to deliver prioritised flood protection schemes • Failure to comply with legislation • Increase in volume/value of insurance claims (including property flooding claims) resulting in financial loss • Long term erosion impacts on roads related infrastructure • Adverse effect to health within communities affected by flooding	9	• Duty Manager, standby rota and weather forecasting systems on place • Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and Corporate. • Dedicated Flood Risk Management team • Council wide Emergency Planning Arrangements • Investment in flooding infrastructure • Flood cameras/ telemetry in high risk areas • Remote monitoring of high risk flood sites using telemetry solutions • Winter weather procedures, Winter Service Policy and Ops Manual • Pothole inspection and pro-active rectification programme using sub-contractors during extended severe weather	7

Increased costs in providing winter maintenance services • Failure to provide essential services during periods of extreme winter weather	9	• Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and Corporate • Revenue schemes held towards year end to cover potential winter overspends • Salt stocks and storage capacity • Winter weather procedures, Winter Service Policy and Ops Manual • Daily winter task force meetings held during periods of extreme weather to ensure service delivered in most efficient and effective way	7
Information Management not subject to adequate control Council Top Risk • Ineffective records management practices could lead to data breaches	9	• Completion of annual Information Governance Checklist • Implementation of Information Governance action plan • Compliance with Info Gov Strategy • Relevant employees sign "declaration of confidentiality • Retention schedules • Electronic Document Records Management System (EDRMS) • Resource IT and Information Governance Working Group	7
Failure of unrestricted substandard bridges /bridges showing deterioration • Injury to people, damage to assets and network interruption/disruption	9	• Implement and maintain enhanced structural monitoring • Maintain list of qualifying structures • Implement appropriate reactive mitigation measures when need for repair identified • Option to close if absolutely necessary	7

Failure to implement IT action plan • Failure/delay in delivering service efficiencies/improvements	9	• IT service plan monitored and progress reports issued to the Resource IT Group • Projects prioritised	7
Procurement practice and contracts management • Non-compliance with SLC financial regulations • Contracts and projects delivered late, over budget and not to specification expected	9	• Regular Service meetings with central procurement service • Legal Services advice and guidance • Performance appraisals carried out • Sourcing methodology completed and Police protocol complied with for relevant contracts • Service specific contract procedures developed and implemented • Monthly monitoring/reconciliation in place within Roads and Transportation Services	7

Figure 22: Top risks

Section 9 - Improvement plan

9.1 Milestones

An Improvement Action Plan (Appendix i) has been compiled to support this Roads Asset Management Plan.

The key Improvement Action milestones for initial attention are listed below: -

No.	Action	Priority	Reference
1	The updating of the National Street Gazetteer data in the Atlas system for export to the Scottish Road Works Register	2	Quarterly Updates each year
2	The review of the Atlas network data, populating missing attributes and adding new sections	3	Target 31st March 2020
3	Review and update life cycle plans for Key Assets	4	Target 31st March 2020
4	The collection of footway, footpath and cycleway inventory data to populate the roads maintenance management system	5	Target 31st March 2020
5	Review of the adopted road network held in the roads maintenance management system to ensure all private roads are separately identified and referenced	6	Target 31st March 2020
6	Collect and hold in Atlas available information on the average width, speed limit and traffic flow for each road section	7	Target 31st March 2020
7	Develop the associated document capability of Atlas to allow as-built scheme records to be held and previous years' schemes to be added	8	Target 31st March 2021

Figure 23: Improvement action milestones

Note – More extensive Improvement Plans for roads, footways, structures and lighting will be inserted in their life cycle plans

9.2 Progress reporting

There is a standing agenda item on the monthly Roads Management Team meeting for Asset Management where a report is made of ongoing progress and future requirements of the asset management process.

Quarterly meetings are arranged with key asset stakeholders to exchange information and set targets for the progression of the plan.

Section 10: Management and control of the plan

10.1 Introduction

This section covers responsibility for management and future development of the plan.

10.2 Roles and responsibilities

The table below shows who is responsible for the various sections of the plan.

Role	Responsibility
Approval of the Roads Asset Management Plan	Head of Transportation Services
Implementation of Action Plan	Roads Area Manager
Updating the Roads Asset Management Plan Holding the 'master' copy Reporting on Progress	Roads Area Manager Systems Advisor
Updating Structures Lifecycle Plan	Structures Team Leader
Updating Lighting Lifecycle Plan	Street Lighting Advisor
Updating Carriageways and Footways/Footpaths/Cycle ways Lifecycle Plans Development of Drainage, Safety Fencing and Road Signs Lifecycle Plans	Roads Area Managers Roads Area Managers
Updating of Traffic Signals Lifecycle Plan	Engineering Manager

Figure 24: Management Responsibilities

10.3 **Updating the Roads Asset Management Plan**

The Roads Asset Management Plan will be updated annually; the first formal version was made available in December 2011. Thereafter updated versions of the Roads Asset Management Plan will be made annually.

10.4 **Control of the Roads Asset Management Plan**

The Roads Asset Management Plan will be made available as a read only document through the council's electronic data record management system and restricted to Roads and Transportation Services staff.

A decision will be taken whether a version or executive summary of the Roads Asset Management Plan will be available as a read only document to all council staff through the Intranet and to the public through the council's web site.

10.5 **Reporting the Roads Asset Management Plan**

An overview of the Roads Asset Management Plan is reported annually to the Executive Committee as part of the Corporate Asset Management Plan.

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.
Phone 0303 123 1015 Email equalities@southlanarkshire.gov.uk