

Roads & Transportation Services

Action plan 2012-13



C O N T E N T S

1. Roads & Transportation Overview
2. Key Issues
3. Approach
4. Service Strategies
5. Key Business Priority Delivery Plan
6. Risk Register

1 ROADS & TRANSPORTATION OVERVIEW

Roads & Transportation Services brings together a number of related services that maintain, regulate, manage and forward plan the roads and transportation network and infrastructure in Clackmannanshire.

- Road and footway maintenance and improvement
- Bridges maintenance and improvement
- Street lighting maintenance and improvement
- Winter maintenance
- Road safety & traffic management
- Development control
- Transportation planning
- Flood prevention
- Asset management
- Pedestrian and cycling facilities
- Provision of Council-supported public transport services

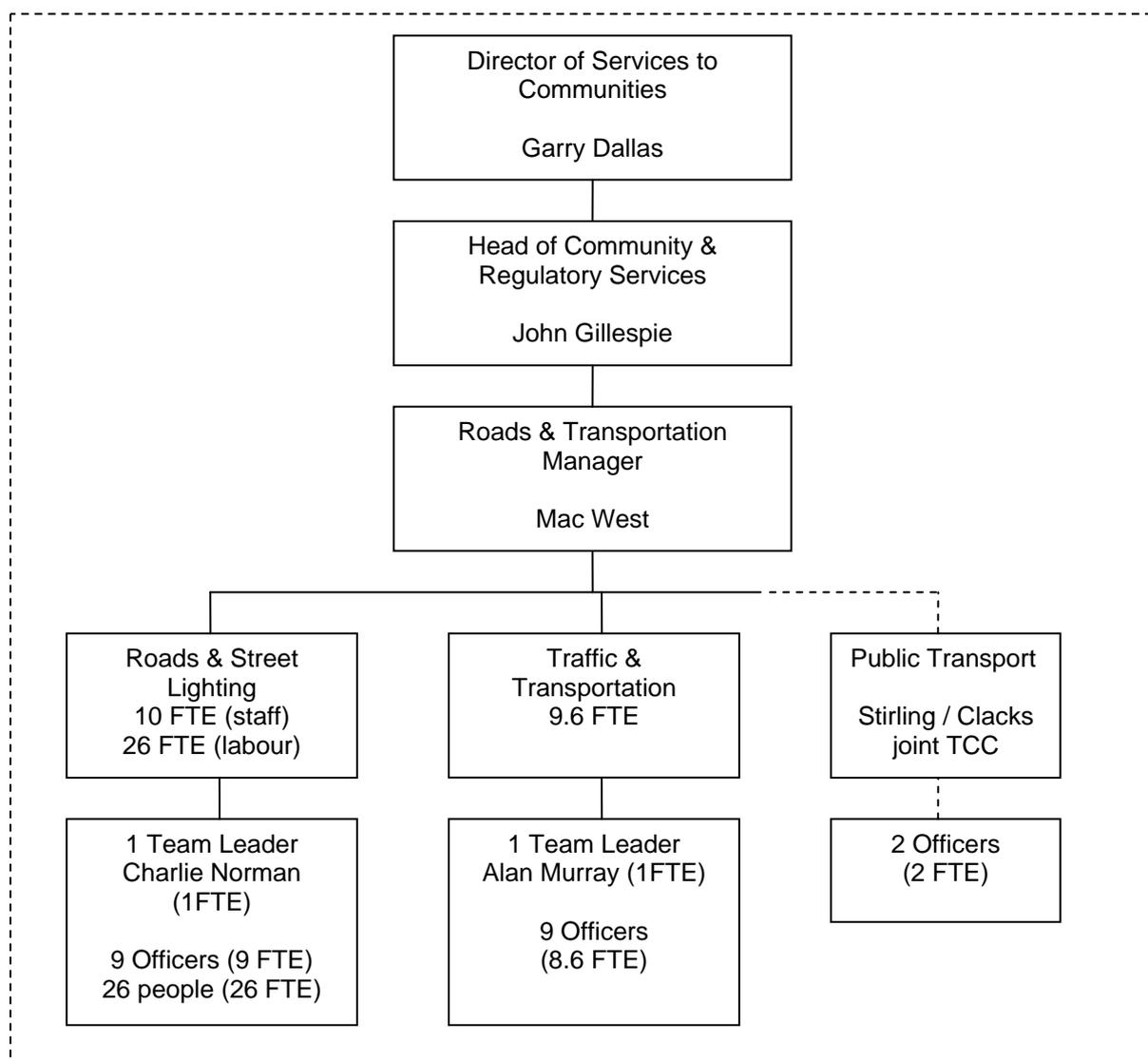
1.1 ROADS & TRANSPORTATION MISSION / PURPOSE & OBJECTIVES

- Our vision is the facilitation of the movement of people and goods within Clackmannanshire by a choice of travel modes that are safe, accessible and well integrated.

Objectives:

- develop and maintain the existing transportation network in an inclusive and sustainable manner
- maintain and improve the roads and transportation infrastructure, ensure safe and efficient travel routes and to protect and enhance the Council's largest asset for future generations
- ensure that we identify our customers and make them the focus of our service delivery
- regulate and modernise the transportation network to meet our community's aspirations for a wide range of fully accessible, connected, safe and efficient travel opportunities
- provide a cost efficient and cost effective roads construction and winter maintenance service of the highest quality that sits at the forefront of a competitive market
- develop and implement flood risk management plans, with our partners, to minimise the impact of development, land-use activity, adverse weather and the effects of climate change.

1.2 ROADS & TRANSPORTATION SERVICE STRUCTURE



1.3 BUDGET

REVENUE BUDGET	(m)	CAPITAL BUDGET	(m)
General	2.971*	General	1.450

* net expenditure

2 KEY ISSUES FOR THE SERVICE

The challenge for the Roads & Transportation service is to implement a significant service re-organisation programme and simultaneously implement and maintain the Clackmannanshire Improvement Model. This is done in the background of major corporate change and efficiency to be implemented over the next three years.

The service will be focused on delivery of corporate priorities with a slimmed down management structure.

Clear leadership of the service at all levels is necessary with redefined roles at service manager and team leader level to deliver change and services.

- Following the Council budget decisions in February we will ensure that budget review and proposals for the next 3 years are based on sound financial management information and robust business case appraisal.
- The integration of Roads Contracts into Roads & Transportation will allow us to improve efficiencies and better target works to meet our customers' aspiration.
- The Flood Risk Management (Scotland) Act 2009 places a number of duties on the Council including assessing bodies of water for risk of flooding and preparing Local Flood Risk Management Plans and powers to do anything that it considers will contribute to the implementation of the Local Flood Risk Management Plan.
- The Roads Asset Management Plan will be the key driver in arresting the decline in the condition of the road network
- With the Local Transport Strategy we will facilitate a safe, reliable, integrated and accessible transport network which supports the physical, social and economic regeneration of the County.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The service is committed to listening to ideas and suggestions put forward by service users and other interested parties and to consulting with them when appropriate by:

- Conducting formal consultations with interested stakeholders, using on-line methods wherever possible.
- Arranging focus groups where interested parties can express their views and opinions.
- Ensuring that staff members are readily accessible to the public and service users.
- Welcoming personal visits and telephone calls to the Roads & Transportation offices to discuss specific issues and concerns.
- Producing and implementing our own service Customer Charter .

Customer Service Excellence

Roads and Transportation Services are accredited to the Customer Service Excellence and play a leading role in continuing to achieve the levels of excellence required. A further review will be carried out during 2012/13 and we aim to build upon our previous success by developing our customer focussed business processes in line with the findings from our CIM assessment carried out in early 2012.

3.2 SUPPORTING AND DEVELOPING STAFF

The Service Manager and Team Leaders will hold regular team meetings and communication and engagement sessions with staff to consult and to increase awareness.

All staff are given the opportunity to discuss their job and to talk through any issues with their line manager through the PRD process or at any other time. Staff are offered training identified during their PRD Interviews which are key to achieving continuous improvement for the service. Team Leaders are responsible for identifying skills gaps and displaying the necessary leadership qualities to establishing training and development plans.

3.3 MANAGING SERVICE PERFORMANCE

Measures which are used by the service to monitor, understand, predict and improve the performance of the service and establish customers' perceptions are:

- Full range of performance indicators, including statutory PIs, to evaluate and demonstrate service performance.
- Budget monitoring,
- Self evaluation exercises e.g. CIM, CSE, Service review.
- Benchmarking.
- Customer feedback cards; on-line and paper customer feedback surveys
- Structured data collection recorded as statistical information in Covalent.
- National standards, regulations, codes of practices and other guidance

The service manager meets with his team leaders fortnightly, team leaders hold monthly team meetings and one-to-one meetings through the PRD process are held at least quarterly.

3.4 MANAGEMENT OBJECTIVES

As a Roads & Transportation Team we will commit to the following:

- Contribute effectively to the Service Management Team and work with other services to achieve cross service priorities and strategic and organisational objectives.
- Work with other services to improve service efficiency and effectiveness.
- Develop and implement effective service performance management arrangements using SMART objectives and Covalent.
- Progress improvement actions arising from CIM and CSE self-assessment. Demonstrate, through appropriate performance information, improved efficiency and effectiveness of service delivery.
- Control financial expenditure against budget to achieve agreed savings targets and financial results whilst endeavouring to maintain the existing level of service.
- Provide information required to develop Roads & Transportation budgets for 13/14 and 14/15.
- Implement appropriate training and personal and professional development for all staff.
- Continue to carry out team building initiatives.
- Implement effective workforce planning and rigorous absence and vacancy management.
- Seek CSE accreditation for all of Roads & Transportation.

4 SERVICE LINKS TO CORPORATE PRIORITY OUTCOMES

Roads & Transportation Services contribute significantly to the following priority outcomes:

- 1 The area has a positive image and attracts people and businesses
- 2 Our communities are more cohesive and inclusive
- 4 Our communities are safer
- 5 Vulnerable people and families are supported
- 7 Health is improving and health inequalities are reducing
- 8 The environment is protected and enhanced for all
- 9 The Council is effective, efficient and recognised for excellence

5 DELIVERY PLAN

CORPORATE PRIORITY OUTCOME

1 The area has a positive image and attracts people and businesses

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Ensuring an effective transport network is in place
- Contributing fully to the Planning process to ensure the quality of the built environment
- Working with our partners to develop local Flood Risk Management Plans

CORPORATE PRIORITY OUTCOME

2 Our communities are more cohesive and inclusive

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Producing and implementing the Roads & Transportation Equality Strategy
- Working with Sustrans and other partners to provide an integrated cycle / pedestrian network
- Supporting socially desirable public transport services

CORPORATE PRIORITY OUTCOME

4 Our communities are safer

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Providing an effective road maintenance and management service including street lighting and winter service
- Monitoring road accident trends and implementing improvements
- Assessing flood risks and hazards and develop flood protection measures

CORPORATE PRIORITY OUTCOME	5 Vulnerable people and families are supported
-----------------------------------	--

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Ensuring accessible transport services are available

CORPORATE PRIORITY OUTCOME	7 Health is improving and health inequalities are reducing
-----------------------------------	--

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Encouraging active travel for work and health needs
- Developing our active travel routes

CORPORATE PRIORITY OUTCOME	8 The environment is protected and enhanced for all
-----------------------------------	---

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Developing a Council Travel Plan and encouraging other businesses in the area to do the same
- Working with our partners to develop local Flood Risk Management Plans

CORPORATE PRIORITY OUTCOME	9 The Council is effective, efficient and recognised for excellence
-----------------------------------	---

WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?

- Complete the integration of Roads Contracts into Roads & Transportation
- Working towards CSE accreditation by end of 2012/13
- Carrying out CIM assessment and implement improvements
- Review all performance indicators and load onto Covalent
- Complete customer service charter
- Asset Management Benchmarking (SCOTS / APSE PIs)

KEY PERFORMANCE INDICATORS (To be confirmed on completion of PI Project)

Ref.	Measures	Baseline 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
Corporate Priority 1. The area has a positive image and attracts people and businesses.					
1.1					
1.2					
Corporate Priority 2 - Our communities are more cohesive and inclusive					
2.1	The percentage of all roads that should be considered for maintenance treatment	37.8%	36%	35%	34%
2.2	The percentage of all planning applications dealt with within two months	94.6%	94%	94%	94%
2.3	The percentage of Completion certificates issued within 3 days	91%	90%	90%	90%
2.4					
Corporate Priority 4 - Our communities are safer					
4.1	The percentage of street light repairs completed within 7 days	89.9%	90%	92%	93%

4.2	The national targets are: Reduction in the following compared to the average Scottish figures for 2004/08:				
	<ul style="list-style-type: none"> ▪ People Killed reduced by 30% by 2015 and by 40% by 2020 ▪ People Seriously Injured reduced by 43% by 2015 and by 55% by 2020 ▪ Children (age <16) Killed reduced by 35% by 2015 and by 50% by 2020 ▪ Children (age <16) Seriously Injured reduced by 50% by 2015 and by 65% by 2020 ▪ Also a reduction of 10% in the slight casualty rate by 2020 				
Corporate Priority 5 - Vulnerable people and families are supported					
5.1					
5.2					
Corporate Priority 7 - Health is improving and health inequalities are reducing					
7.1					
Corporate Priority 8 - The environment is protected and enhanced for all					
8.1	The CO2 emissions from electricity consumption of street lighting and traffic signs in a rolling year	1883 tonnes	1855 tonnes	1855 tonnes	1855 tonnes
8.2					
Corporate Priority 9 - The council is effective, efficient and recognised for excellence					
9.1	The electricity consumption of street lights and traffic signs in a rolling year.	3540mWh	3500mWh	3500mWh	3500mWh
9.2					

KEY PERFORMANCE INDICATORS

Ref.	Measures	Baseline (2011-12)	Actual 2012-13	Target 2013-14	Target 2014-15
	% of customers very or fairly satisfied with the overall service they received				
	% of customers very or fairly satisfied with the way the service handled any problems				
	% of customers very or fairly satisfied with the time taken to speak to someone about their enquiry				
	% of customers very or fairly satisfied with being able to deal directly with someone who could help them				
	% of customers very or fairly satisfied with how polite and sensitive to their needs staff were				
	% of customers very or fairly satisfied with how well staff did their jobs				
	% of customers very or fairly satisfied with the quality of information they received				
	Number of complaints				
	% of FOI requests dealt within timescale				
	% of Councillor Enquiries dealt within timescale				

KEY PERFORMANCE INDICATORS (at present we do not receive breakdown of results at R&T service level)

Ref.	Measures	Baseline (2010-11)	Target 2011-12	Target 2012-13	Target 2013-14
	% of staff who say they are satisfied with their job	50			
	% of staff who say they are proud to work for the Council	42			
	% of staff who confirm that they have a Performance Review and Development (PRD) meeting with their line manager at least once a year	86			
	% of staff who say have the right materials, information and support I need to do their work	95			
	% of staff who say they receive regular, useful feedback on their performance from their line manager	39			
	% of staff who say senior managers demonstrate strong and consistent leadership skills	27			
	% of staff who feel that communication across their service/team is good	35			
	% of staff who feel they have contributed to their team's future plans	64			
	% of staff who feel that the Council is an equal opportunities employer	56			
	% of staff who say that they are encouraged to make suggestions to improve their service and / or make it more efficient	51			
	% of staff who have confirmed that they get Health & Safety information which is relevant to them and their work (eg fire evacuation procedures, risk assessment, Health & Safety policies)	59			
	Service sickness absence levels				
	Number of RIDDOR cases within the service	1			

	% of staff who have completed the basic Fire safety training in the last 36 months				
	% of managers who have reviewed their Health and Safety Risk Assessment in the last 12 months				
	% of staff within the service who have had a regular 121 or toolbox meeting within the last 6 months.				
	% of staff cascade briefings conducted within service				
	Staff turnover				

ROADS & TRANSPORTATION ACTIONS						
Ref.	ACTION	Impact	By when	Lead Officer	Key Partners	Resource Implications
1.0	Complete the integration of Roads Contracts into Roads & Transportation	Deliver an efficient streamlined service fit for purpose	Aug 2012	MW/CN		
1.1	Remove pay anomalies within pay Grades 3 to 6		Sep 2012	CN		Increase in revenue salaries budget for upgraded posts
1.2	Reduce absences		Mar 2013	CN		
2.0	Implement efficiencies and prepare budgets for next 3 years	Create sustainable budgets for services	Feb 2013	MW/AM/CN		As outlined in budget decisions 2011/12 and 2012/13
2.1	Produce costed works programmes based on prioritised needs		Feb 2013	AM/CN		
2.2	Customer Service Excellence		Sep 2013	CF/AM		
2.3	Clackmannanshire Improvement Model		Apr 2013	CF/AM		
3.0	Identify and deliver on priorities for improvement work to the roads network		Mar 2013	MW		As capital programme 2012/13
3.1	Complete 2012/13 Roads & Footways Programme (Appendix A)		Mar 2013	CN/SW		
3.2	Complete 2012/13 Traffic Management Programme (App B)		Mar 2013	AM/CF		
3.3	Complete 2012/13 Flooding & Drainage Programme (App C)		Mar 2013	AM/SC		

3.4	Complete 2012/13 Street Lighting Programme (App D)		Mar 2013	CN/RA		
3.5	Complete 2012/13 Bridge Maintenance Programme (App E)		Mar 2013	AM/GF		
3.6	Produce Roads & Footways programme for 2013/14		Feb 2013	CN		Will inform future budget
3.7	Produce Traffic Management Programme for 2013/14		Feb 2013	AM/CF		Will inform future budget
3.8	Produce Flooding & Drainage Programme for 2013/14		Feb 2013	AM/SC		Will inform future budget
3.9	Produce Street Lighting Programme for 2013/14		Feb 2013	CN/RA		Will inform future budget
3.10	Produce Bridge Maintenance Programme for 2013/14		Feb 2013	AM/GF		Will inform future budget
3.11	Produce Patching Programme for 2013/14		Feb 2013	CN		Will inform future budget
4	Review transport subsidies based on need and vulnerability	Creating sustainable budgets for services	Dec 2012	MW		As budget report 2011/12
4.1	Redesign timetables and select options for Tendering	More efficient services targeted at highest demand / social need	Nov 2012			
4.2	Design DRT for Muckhart area	Improve efficiency of subsidised public transport	Nov 2012			
5.0	Review Plans & Strategies	Ensuring optimum targeting of resources	Oct 2012	MW		Implications for future years
5.1	Review Asset Management Plan			SW		
5.2	Review Winter Maintenance Policy			CN/SW		

5.3	Produce Kilncraigs Travel Plan			AM/LD		
5.4	Review of R & T Customer Charter		Aug 2013	AM		
5.5	Review of R & T Health & Safety Plan		Aug 2013	CN/AM		
5.6	Review of R & T Process Maps		Sep 2013	AM		
5.7	Review of R & T Performance Indicators		Dec 2013	AM		
6.0	Ensure that the Council meets its statutory duties under Flood Risk Management (Scotland) Act 2009	Manage flood risk as part of Local Flood Risk Management Group with neighbouring councils	Mar 2013	SC	Stirling, P&K, Fife & Falkirk Councils	Implications for future years
7.0	Development Framework contracts for the procurement of services and materials for Roads & Transportation	Best value and efficient service	Sep 2012	GF		None

6.0 SERVICE RISK LOG

Risk Ref	Risk Description	Trigger	Consequence of failure to manage risk	Impact (1 to 5)	Likelihood 1 to 5)	Risk Score	Target Risk Rating	Action required to reduce/eliminate risk	Delegated risk manager	Review Frequency	Last Updated
3	Industrial Action as a result of Changes to Working Conditions (Risk previously related to Single Status)	Council Report / Decision	<ul style="list-style-type: none"> • Winter services not delivered • service levels will drop • Performance drops • costs increase • budget under spend /overspend 	4	4	16	12	<ul style="list-style-type: none"> • buy in non-council drivers • use other council's workforce • look at job descriptions • inform users • management work at the front line • reach local agreements 		Annual	July 2012
1	Flu Pandemic	Multiple Absences	<ul style="list-style-type: none"> • Services will not be delivered • reduced capacity to deliver work programmes • Safety Issues - Inspections not undertaken • impact on workloads • costs increase 	5	3	15	15	<ul style="list-style-type: none"> • Implement Business Continuity Plan 		Annual	July 2012

2	Risks are not managed by the service		<ul style="list-style-type: none"> Services will not be delivered outcomes will not be delivered budget overspend 	5	3	15	15	<ul style="list-style-type: none"> Introduce Standing Agenda item for Risk at management team meetings review risks on a regular basis input key risks to HOS for Quarterly progress Report 	ALL	Annual	July 2012
4	Service does not maintain roads, due to a lack of staff, equipment or resources		<ul style="list-style-type: none"> Service is not delivered Accidents increase Staff are not fully trained Work programmes are not completed determination of roads and infrastructure 	4	3	12	12	<ul style="list-style-type: none"> Road condition survey is fully used to target resources thus freeing up management time. Management involvement in operational matters is reduced Service is restructured internally Improve technical skills Partnership activity Options appraisal improve financial links with internal contracts Better PI's 		Annual	July 2012

5	Service is unable to set a clear long term direction		<ul style="list-style-type: none"> • Service is unable to align with the Corporate Priority Outcomes • Insufficient funding • insufficient capital funding • no improvement • Deals with emergencies only • winter and street lighting fail • unable to fulfil statutory obligations 	4	3	12	12	<ul style="list-style-type: none"> • Lobby Directors and Elected members • Service promotes itself better using the Council cascade approach • Targeted outcomes & better reporting • Greater involvement of customers 	ALL	Annual	July 2012
8	Support from Central Services is ineffective	Performance targets not met	<ul style="list-style-type: none"> • Management and Officer time is spend on bureaucratic tasks • Control of service is lost • outcomes are not delivered on time • ineffective service • Reliant upon others 	3	3	9	9	<ul style="list-style-type: none"> • Service to be self sufficient through the development of its leaders and staff in relation to financial management, People Management, IT skills, management of Assets and policy development and deployment 		Annual	July 2012
7	Not able to demonstrate the quality, effectiveness or cost of the service		<ul style="list-style-type: none"> • Budget decrease • CSE not delivered • Service is not creditable • Management is ineffective • uninformed decisions are made • unable to lobby • information is inaccurate 	3	2	6	9	<ul style="list-style-type: none"> • 		Annual	July 2012

10	Budget overspend		<ul style="list-style-type: none"> • Criminal charges • future overspend • Budget increases for the following year • Internal audit inspection • loss of reputation of the service and/or Council • Loss of time as managers and staff deal with any overspend 	3	2	6	6	<ul style="list-style-type: none"> • Budgets are reviewed on a regular basis via Finance. • Scheme of delegation limits unauthorised expenditure. • Managers attend budget management courses 	Annual	July 2012
9	The Service does not Plan for future customer need		<ul style="list-style-type: none"> • insufficient budget in place • Insufficient Resources in place • Increase in FOI requests • Complaints increase • Time spent dealing with complaints, FOI and Council enquiries increase taking services away from delivering services • Development Plan fails 	4	1	4	4	<ul style="list-style-type: none"> • Retain CSE • Introduce annual customer questionnaires 	Annual	July 2012
6	Information is not shared effectively between Roads and Roads Contracts		<ul style="list-style-type: none"> • Service is not cost effective • Value for money is not • differing priorities • decrease in more • ineffective management decisions 	3	1	3	3	<ul style="list-style-type: none"> • Client & Contract sides no longer separate entities 	Annual	July 2012

11	Increase in network liabilities		<ul style="list-style-type: none"> • Budget cost increases • drop in staff morale • Dwindling provisions • Increase in reactive services • Decrease in planned work • Decrease in Value for Money • Increase in inspections undertaken 	5	5	25	15	<ul style="list-style-type: none"> • Fix defects efficiently • Coordinate works programmes more efficiently • better arguments for funding • Continue Council briefings on an annual basis • Continue regular meetings with the convener • Identify and promote hidden benefits of service • identify and promote links with other service delivery • Lobby directors & elected members 		Annual	July 2012
----	---------------------------------	--	---	---	---	----	----	---	--	--------	-----------

12	Service is more reactive than proactive		<ul style="list-style-type: none"> • rapid decline of the road network • increase in road disruptions • unforeseen disturbances • reputation falls • increase in road accidents • no improvement in morale • costs increase 	4	5	20	15	<ul style="list-style-type: none"> • Fix defects • target roads • better arguments for funding • Continue Council briefings on an annual basis • Continue regular meetings with the convener • Identify and promote hidden benefits of service • identify and promote links with other service delivery • Review Asset Management Plan • Targeted better interventions • Improve works planning 		Annual	July 2012
13	Adverse weather impacts		<ul style="list-style-type: none"> • rapid increase in deterioration of roads and infrastructure • emergency services unable to get through • People are cut off from their homes and shops • harm to reputation • Loss of Life • Detracts new development within the area 	4	5	20	15	<ul style="list-style-type: none"> • Maintain inspection regimes • Maintain flood warning system • inform educate public about road safety • Manage expectations • Road close signs in place • Pre treat roads • review policy on a regular basis • Review out of hours procedures • Develop Flood Risk Management Plans 		Annual	July 2012

14	Failure of the construction or severe loss of skid resistance		<ul style="list-style-type: none"> • Loss of life • Damage to reputation of Council • unwelcome media attention • increase financial loss to the Council • Increase number of accidents • death or harm • large movement of traffic to other roads • economic impact • increase in insurance claims to the Council • negative social impact 	4	5	20	15	<ul style="list-style-type: none"> • cyclical inspections of the network • better management information • annual survey carried out • Develop skid resistance policy 		Annual	July 2012
15	Lack of knowledge management		<ul style="list-style-type: none"> • Increase in network failure • rapid decline of the road network • increase in road disruptions • unforeseen disturbances • reputation falls • increase in road accidents • no improvement in morale • costs increase 	3	4	12	12	<ul style="list-style-type: none"> • Judgement call on what is and is not collected • Time blocked off in managers diaries to analyse information • CPD better used • Better communication and sharing of info across service • Cascade is utilised • Better time management • better liaison with other services 		Annual	July 2012

16	Change in legislation		<ul style="list-style-type: none"> • Not clear about impact • ineffective planning • increase in spend • decrease in available budget • warning letters from auditors 	3	4	12	12	<ul style="list-style-type: none"> • Address gaps in knowledge • increase proactive help from legal services • regular meeting with legal services • briefing session undertaken 	Annual	July 2012
17	Increases in construction costs		<ul style="list-style-type: none"> • Pre-planned work reduced • less work undertaken • overall deterioration of network 	3	4	12	12	<ul style="list-style-type: none"> • Greater emphasis of shared procurement 	Annual	July 2012
20	Excess absence levels		<ul style="list-style-type: none"> • Poor morale • Inability to complete tasks • Unable to program works effectively 	3	4	12	12	<ul style="list-style-type: none"> • Implement Maximising Attendance procedures 	Annual	July 2012
18	Absence of written procedures of roads services which are not recorded formally		<ul style="list-style-type: none"> • inconsistent implementation • open to challenge • criticism of management • decrease in morale • no audit trail • direction is poor • Fine 	3	3	9	9	<ul style="list-style-type: none"> • Review & formalise procedures • simplify policies • risk assess each procedure • Complete process mapping 	Annual	July 2012
19	Lack of relevant data / information to make decisions		<ul style="list-style-type: none"> • poor decisions made • reactive decisions • audit trail is unclear • unable to bid for new resources • decrease in reputation 	3	3	9	9	<ul style="list-style-type: none"> • MISC information updated and accessible • Load KPI and statistic data into Covalent and review regularly • improve systems reporting ability • ensure procedures are in place 	Annual	July 2012

APPENDIX A: Roads & Footways Programme 2012-13

DLO/EXT	Priority	Description	Location	Town	Estimate
EXT	1	Plane & Overlay (HRA)	A907, Clackmannan Bypass	by Clackmannan	£ 100,000
DLO	1	Screed & Overlay	Garden Place	Clackmannan	£ 40,000
DLO	1	Patch, Plane, Overlay (C/pave)	Posthill/Gartmorn Jct	Sauchie	£ 62,000
DLO	1	Build Turning Head	Balfour St	Alloa	£ 10,000
DLO	1	Plane & Overlay (HRA)	A908 Main St to Parkhead R/bt	Sauchie	£ 40,000
DLO	1	Reconstruct	Park Rd (S)	Menstrie	£ 40,000
DLO	1	Plane & Overlay	The Orchard	Tullibody	£ 18,000
DLO	1	Edge Patching	St. Serf's Rd	Tullibody	£ 18,000
DLO	1	Resurfacing (HRA)	Menstrie Rd	Tullibody	£ 45,000
DLO	1	Plane & Overlay (HRA)	Forebraes	Alloa	£ 27,000
DLO	1	Plane & Overlay (HRA)	B913 Dollarbeg to Rackmill	by Dollar	£ 40,000
DLO	1	Edge Reinforcement & Anti-skid	A823 from B934 to boundary	by Muckhart	£ 40,000
DLO	1	Patch, Plane & Overlay	Back Rd	Dollar	£ 30,000
EXT	1	Kerb & Overlay	A91 Cowden to Muckhart	by Muckhart	£ 120,000
DLO	1	Build Laybys	A91 Bridge St	Dollar	£ 75,000
DLO	2	Plane & Overlay	Branshill / Woodlea	Sauchie	£ 33,000
DLO	2	Plane & Overlay	Mar St	Alloa	£ 80,000
DLO	2	Plane & Overlay	Mitchell Cres	Alloa	£ 12,000
DLO	2	Resurfacing	Claremont	Alloa	£ 40,000
DLO	2	Plane & Overlay	Lychgate Rd	Tullibody	£ 7,000
DLO	2	Plane & Overlay	Dalmore Dr	Alva	£ 15,000
DLO	2	Plane & Overlay	Nethergate	Alva	£ 21,000
DLO	2	Plane & Overlay	Caroline Cres	Alva	£ 19,000
DLO	2	Plane & Overlay	Parkgate	Alva	£ 11,000
DLO	2	Plane & Overlay	Dumyat St	Alloa	£ 5,000
DLO	2	Plane & Overlay	Lomond St	Alloa	£ 14,000
DLO	2	Shape & Overlay (HRA)	Parkway - Erskine St to B9140	Alloa	£ 30,000
DLO	2	Patch & Overlay	W. Burnside N of A91	Dollar	£ 30,000
DLO	2	Plane & Overlay	A91 Harviestoun Rd	Dollar	£ 44,000
DLO	2	Plane & Overlay	Shavelhaugh Rd @ Indus Est Jct	Alva	£ 5,000
DLO	2	Plane & Overlay	Hareburn Rd / Lower Mill St Jct	Tillicoultry	£ 5,000
DLO	2	Plane & Overlay	Melloch Cres / A91 Jct	Tillicoultry	£ 5,000
DLO	2	Overlay	Shavelhaugh Loan	Fishcross	£ 60,000
DLO	1	Patching Programme	Various	Various	£ 167,000

Investigation and / or Design Only Schemes

INT/EXT	Description	Location	Town
INT	Plane & Overlay (HRA)	Ludgate / Marshall R/bts	Alloa