

# Transport and Environment Committee

10.00am, Thursday, 7 December 2017

## Roads Services Improvement Plan

<b>Item number</b>	7.2
<b>Report number</b>	
<b>Executive/routine</b>	Executive
<b>Wards</b>	All Wards
<b>Council Commitments</b>	<a href="#">C16, C19</a>

### Executive Summary

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This report provides the first progress update for the Roads Services Improvement Plan. The plan identifies the different issues that impact on road asset management performance and the actions that the service will take to address them. Progress on implementing the plan and the impact it is having on performance, complaints and road condition will continue to be reported to this committee on a regular basis.

## Roads Services Improvement Plan

### 1. Recommendations

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- 1.1 It is recommended that the Committee
- 1.1.1 note the progress made with implementing the actions in the Improvement Plan to date; and
  - 1.1.2 note that improvements required in street lighting have been added to the improvement plan which was approved in [August 2017](#).

### 2. Background

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- 2.1 The Roads Services Improvement Plan sets out the actions that are required to help move forward the service to deliver a high-quality road network, to ensure road users can freely travel around our network and to protect the overall appearance of Edinburgh as a city.
- 2.2 The current organisational structure places responsibility for our roads across seven third tier managers. These responsibilities are listed in the table below.

Team	Responsibilities	Expenditure
<b>Edinburgh Road Services (ERS) Manager</b>	Operational arm of the internal service.  Larger scale revenue works, re-surfacing capital work. defect repairs, street lighting repairs, gully cleaning and line marking.	Mainly Revenue Small amount of Capital
<b>Transport Infrastructure Manager</b>	Lead on designing and procuring capital works and the coordination of our Roads Asset Management Plan (RAMP).  Inspection and maintenance of bridges	Capital Work

	and structures, managing flooding and drainage issues.  Client function for street lighting and gullies	
<b>Local Transport &amp; Environment Managers (LTEMs) (x4)</b>	Road Safety Inspections, co-ordinating road permits and roadworks in their locality (jointly with the Transport Network function), managing customer enquiries, gathering local priorities to inform allocation of local capital funds to community benefit.	Revenue & capital works
<b>Transport Networks Manager</b>	Co-ordination of large scale roadworks and events, parking enforcement, active travel and road safety, management of Edinburgh Bus Station and co-ordination of public transport (including Lothian Buses and Edinburgh Trams)	Revenue & capital Works

### 3. Main report

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- 3.1 The Roads Services Improvement Plan sets out the 36 key actions that officers feel are required to help the service deliver a high-quality road network. Four additional actions have been included since the [August 2017](#) report to this committee. These actions relate to street lighting operations.
- 3.2 The Roads Services Improvement Plan is attached in Appendix 1.
- 3.3 The Improvement Plan contains a summary of actions and forecasted timescales for implementation and the expected impact that actions will deliver.
- 3.4 The following information provides a summary of the actions that the Roads Services Improvement Plan will address.

### **Organisational Structure**

- 3.4.1 Develop clear accountability and simplify interactions for members of the public and Elected Members.
- 3.4.2 Protect and enhance the delivery of local priorities.
- 3.4.3 Manage the design and development process to allow more effective asset investment decisions to be made.
- 3.4.4 Develop a single service focusing on co-ordination of the road network delivering a joined-up approach across the city.

### **Customer Service**

- 3.4.5 Re-align resources to provide more timely updates to members of the public.
- 3.4.6 Provide clearer accountability by providing appropriate levels of business support and ICT systems to improve customer service.

### **Road Safety and Defect Inspections**

- 3.4.7 Centralise the Roads Inspection resource to link with the wider RAMP to achieve greater consistency.
- 3.4.8 Improve the classification of defects to reduce the number of temporary repairs and increase the number of permanent repairs.
- 3.4.9 Invest in training for Roads Inspectors to improve consistency of decisions.

### **Workforce Management**

- 3.4.10 Maximise effectiveness of staff via engagement, training and suitable equipment.

### **Fleet and Depots**

- 3.4.11 Review fleet and equipment requirements to ensure availability and flexibility of fleet to support the needs of the service and the demands of winter.
- 3.4.12 Review the operations of ERS across its three existing depots to ensure efficient deployment of staff and equipment.

### **Improved Business Processes**

- 3.4.13 Develop lean business processes to support the in-house repairs function.
- 3.4.14 Roll out 'Confirm' across the wider Roads service to maximise mobile working and provide meaningful management information to improve customer care.

### **Improved Asset Management**

- 3.4.15 Continue to develop asset management through the Roads Asset Management Plan (RAMP).
- 3.4.16 Improve inspections process through better use of the Confirm Asset Management System to identify where investment is needed.

3.4.17 Improve the city's roads and increase resident satisfaction through the development of an end-to-end inspection to repair process.

### **Capital Delivery and Contract Management**

3.4.18 Formalise relationships with private sector partners by moving to a 'prime contractor' arrangement to reduce delays and secure competitive pricing.

3.4.19 Secure an effective internal client team to undertake design, project management and site supervision.

3.5 The progress made since August is detailed below:

### **Customer Service**

3.5.1 The Confirm Asset Management System has been subject to a 'Health Check' exercise and a report delivered to the Council's Confirm Management Board. As a result of these findings, further development is being progressed. This development will improve the efficiency for handling enquiries, clarity on the ownership of these enquiries and improve feedback on the enquiries that take longer to resolve.

3.5.2 Good progress has been made in reducing the overall number of outstanding defects, reduced to 1,256 at 30 October 2017 compared to 2,400 defects reported in the August 2017 committee report. The categorisation of defects has already improved and has generated more Category 3 and 4 defects (to be repaired within 28 days and 12 months respectively i.e. planned remedial work). These improvements will allow ERS to respond more effectively to Category 1 and 2 defects (emergency repairs within 24 hours or medium risk to be repaired within five working days i.e. reactive maintenance) and allow development of a robust and cost-effective process for the repair of these longer-term defects.

### **Road Safety Inspections**

3.5.3 Work has commenced to review the level of roads inspection resource required to provide a central strategic function. This central function will provide a direct link with the wider RAMP. This resource will come from the current locality structure, with care taken to ensure the appropriate level of resource remains in the locality teams to protect and enhance the delivery of local priorities. A training programme is being developed and will be delivered to inspectors, within this central team, to improve the consistency of decisions across this group of staff.

### **Defect Repairs**

3.5.4 The improvement of defect categorisation will allow ERS to focus its resources more appropriately and carry out repairs on a right-first-time basis. To be able to deliver this, plant and fleet is being reviewed.

- 3.5.5 A business case is being developed for the purchase of a Hot Box that will allow hot asphalt to be stored in the depot and remove the need for operatives to travel to local quarries for supplies. This will result in an increase in the number of defects being repaired and reduce the amount of unused asphalt that cannot currently be used beyond the end of the working day.
- 3.5.6 Products for cold make-safe repairs are also being trialled to keep pace with improved products coming on to the market that will provide a satisfactory repair that will last until a permanent repair can be programmed.
- 3.5.7 The Confirm system is being developed to provide a link that will trigger the requirement of a permanent repair following the completion of the make-safe repair. This ability was not available in the previous version of Confirm.

### **Workforce Management**

- 3.5.8 A review of ERS Nightshift Operations has confirmed that a night squad continues to be required. However, as Edinburgh is a seven day per week city and ERS currently works four and a half days per week, new working patterns are being considered to improve flexibility and evaluate the benefits these working patterns could deliver to ensure service delivery is better aligned to demand.

### **Fleet and Depots**

- 3.5.9 The number of depots located across the city is currently being reviewed and opportunities to rationalise this estate are being considered. The Roads operational depots are included in this review.
- 3.5.10 The benefits of having fleet maintenance capabilities at Bankhead Depot is also being evaluated in an effort to reduce mileage and non-productive time, particularly during the crucial winter weather period.
- 3.5.11 Salt storage is included in the depot review. Edinburgh currently has sufficient stock levels for a severe winter. There is currently 10,000 tonnes stored at Tower Street Strategic Salt Store, 4,000 tonnes at Bankhead and 1,000 tonnes at both Barnton and Blackford Depots. Based on an average of the last seven winters, a stock of around 8,000 tonnes is required, so the current stock levels are quite sufficient.

### **Improved Business Processes**

- 3.5.12 The Confirm system is currently being revised to support improvements in inspections, works programming and customer service. This is being delivered in an eight-week programme of development that has been supported by staff from ERS, RAMP and Localities.
- 3.5.13 A Schedule of Rates is also being developed to support the costing and budgeting side of delivering repairs.

3.5.14 A review of winter weather treatment has been completed. A programme of thermal mapping will be undertaken across the city over the period of this winter. This will provide robust information, splitting the city in to a number of domains, allowing ERS to better prioritise its gritting activities through route optimisation, providing the potential to make savings on fuel and salt costs and provide benefits in terms of the environmental impact of winter operations.

### **Improved Asset Management**

3.5.15 A register of Council assets and services has been developed and details the area of responsibility for these assets. This document will be revised to reflect any changes made following the completion of this Improvement Plan.

3.5.16 By increasing the number of inspectors responsible for the statutory inspections, this will streamline the ownership of the whole life cycle of Edinburgh's road asset and create a joint RAMP and inspection function. In turn, this will improve the information contained in the RAMP. This will move the responsibility for all statutory inspections to central control and allow the Locality Teams to focus on local priorities.

### **Street Lighting Additional Actions**

3.6 A number of additional actions have been added to the plan since approval. All of these actions relate to the Council's activities on Street Lighting and can be found in points 18, 23, 32 and 36 of the appendix. A summary of these is provided below:

3.6.1 The Council is currently procuring a contract for the conversion of its existing street lights to energy efficient lanterns. It is hoped that the contract will be awarded in January 2018. The duration of the contract will be around 35 months with an expected completion date of 31 December 2020.

3.6.2 The Energy Efficient Lantern project will include the introduction of a Central Management System (CMS) which will provide real time monitoring and reporting. This new lighting will provide lanterns that will last over 20 years compared to the current lamp life span of two to four years.

3.6.3 This extended life span will greatly reduce the number of lighting defects and, in turn, will reduce the number of complaints from customers. The CMS will automatically report any fault on the system allowing the repair to be scheduled proactively. The system will also provide sufficient information on the reason for the fault thus allowing operatives to carry the correct equipment and increase the number of repairs undertaken on a right first time basis.

3.6.4 The Confirm Asset Management System is currently showing a backlog of c4,000 lighting defects. Due to development problems with Confirm it has not been possible to track defect repairs. In order to provide an updated position, a programme of data cleansing will be undertaken to provide an accurate number of outstanding defects.

- 3.6.5 The reconfiguration of Confirm will support the management of street lighting defect repairs and improve the processing of customer faults.
- 3.6.6 Recruitment of street lighting operatives has been unsuccessful for some time and has contributed to the high number of outstanding faults and poor performance. The street lighting team currently have five long term vacancies.
- 3.6.7 In order to address this labour shortfall, the Council is currently developing a Service Contract with contractors to provide skilled operatives, for a period of one year initially, to support our current staffing and reduce the backlog of defect repairs.
- 3.6.8 This type of contract will provide flexibility to the Council to provide labour when the need is greatest. The installation of the energy efficient lighting and CMS will greatly reduce the number of defects and, in the longer term, will reduce the number of operatives required to support the service. This service contract will provide the opportunity to review the required staffing levels and the ability to reduce the number of operatives incrementally as the project progresses.

#### **4. Measures of success**

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- 4.1 Moving forward, there are several key performance and management indicators that need to be created or refreshed to ensure that our Roads Services are fit for purpose. However, the two key overarching measures of success should be that:
- Customer satisfaction with roads and pavements, as measured by the Edinburgh Peoples' Survey, will increase; and
  - The condition of Edinburgh's roads will improve, as addressed in the Roads Asset Management Plan.

#### **5. Financial impact**

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- 5.1 It is expected that the actions within the Road Services Improvement Plan can be met from existing resources. However, if further investment is required, this will be quantified and presented to the appropriate committee, in due course.
- 5.2 The current three year rolling plan for Capital works will need to be reviewed if the recommendation to procure a prime contractor is approved. The prime contractor model would require the Council to commit to a specific amount of Capital investment over the period of the contract. Approval for this will be sought at the appropriate time.
- 5.3 The energy efficient lighting will provide a sustained reduction in electricity consumption, energy costs and costs related to Carbon Reduction Commitment fees. The financial benefits of the rollout of this type of lighting was reported to this



committee on 27 October 2015. Approval for the business case and the prudential borrowing was approved by Full Council on [19 November 2015](#).

## **6. Risk, policy, compliance and governance impact**

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- 6.1 The Council has a duty to manage and maintain roads as prescribed in the Roads (Scotland) Act 1984. Failure to fulfil these duties effectively could result in legal action been taken against the Council.
- 6.2 There are significant reputational risks if the road network in the city does not begin to improve.
- 6.3 The specification of the contract documentation for a prime contractor, and the contract management arrangements will need to be well planned and robust enough to ensure that the aims of the contract are delivered and value for money is achieved. However, this is also true of existing arrangements for all framework contracts.

## **7. Equalities impact**

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- 7.1 The Improvement Plan aims to improve the condition of Edinburgh's road and pavement assets, improving mobility opportunities for all users and all modes of road and pavement transport. It ensures safer routes, free from potential hazards.

## **8. Sustainability impact**

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- 8.1 A permanent first time fix approach will reduce works vehicle travel, reduce disruption to road, pavement users and the community, reduce the use of new material and reduce the amount of waste material that is disposed of.
- 8.2 Renewal of our road maintenance fleet will allow more efficient engines and reduced emissions.
- 8.3 A review of weather forecasting options, i.e. Thermal Mapping, should result in a reduction in the use of salt and vehicle emissions. This is dependent upon the severity of the winter weather conditions on a year to year basis.
- 8.4 The new lanterns last for 20 years compared to the existing lifespan of two to four years. These lamp use less energy and will contribute to the Council's commitment to reduce carbon emissions and meet its environmental targets.
- 8.5 Modern lanterns are manufactured in accordance with the Waste Electrical and Electronic Equipment (WEEE) Regulations taking account of all required environmental regulations and can be recycled at the end of their life. The lanterns that are replaced under this project will be recycled in accordance with these regulations.

## 9. Consultation and engagement

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- 9.1 Consultation with staff and trade unions are taking place where changes to organisational structures or working patterns will have an impact on staff.
- 9.2 As part of the wider improvement plan it is proposed to involve trade union colleagues and employee representatives to ensure that everyone's views are taken into account.
- 9.3 Consultation and engagement has taken place between Transport Design and Delivery, Localities and ERS in the preparation of this plan.

## 10. Background reading/external references

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- 10.1 [Roads Contract Management - Follow Up](#) at Governance Risk and Best Value Committee on 9 March 2017. This report was referred to [Transport and Environment Committee](#) on 21 March 2017.
- 10.2 [Roads Service Improvement Plan](#) at Governance Risk and Best Value Committee on 20 April 2017.
- 10.3 [Street Lighting - Rollout of Light Emitting Diode Lighting Across the City](#) at Transport and Environment Committee on 27 October 2015.
- 10.4 [Street Lighting - Rollout of Light Emitting Diode Lighting Across the City - referral from Transport and Environment Committee](#) at City of Edinburgh Council committee on 19 November 2015.

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## 11. Appendices

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Appendix 1 – Roads Services Improvement Plan

Appendix 1 - Roads Services Improvement Plan

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
<b>Organisational Structure</b>							
1	Road Service Operations	Create a single service to manage and maintain all elements of the road asset maintenance/renewal cycle	Mar-18	ongoing	Head of Place Management	This will be accommodated in the overall structure realignment.	Open
2	ERS Operating Model	Re-align the ERS service to respond to visible defects on the road network	Dec-17	ongoing	ERS Commercial Team	ERS Structure has been reviewed and changes have been implemented. These changes have been considered alongside Confirm Asset Management requirements. Structural changes will be monitored before being permanently implemented.	Open
3	ERS Budget Structure	Move the ERS budget from being a trading account to a general fund revenue account	Apr-18	ongoing	Corporate Finance and Commercial Team	Budget and actual costs have been mapped to the new ERS structure. Interface with current systems to be reviewed and aligned to new corporate finance system. 'Roadmap' to be developed for implementation in financial year 2018/19.	Open
4	Network Management	Create a single service to coordinate all activity on the road network (permits, TTROs, diversions etc)	Mar-18	ongoing	Head of Place Management	This will be accommodated in the overall structure realignment	Open
5	Locality Teams	Ensure sufficient resource remains in our Locality Teams to allow them to deliver road enhancements in consultation with Elected Members and local communities	Mar-18	ongoing	Head of Place Management	This will be accommodated in the overall structure realignment	Open
<b>Customer Service</b>							

						Status	
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
6	Enquiry Owners	Review all enquiry types and designate responsible officers/teams for each type of enquiry	Oct-17	Mar-18	ICT Systems Roads Services Business Support	Review complete. Progress is dependent on advancement with Action Points 4 and 5. Procedure for street lighting enquiries is working well. Ownership for gully enquiries is fragmented. Gully resource requirement is being evaluated. Handling of general roads enquiries is not 'lean'. Due to the broad range of enquiries, new procedures need to be developed, supported by Business Support Services (BSS), and generic mailboxes re-established and monitored by BSS. Development in Confirm is required to support this.	Open
7	Customer Enquiries	Work with Customer Services colleagues to improve enquiry handling/resolution	Oct-17	Mar-18	Customer Services Roads Services Business Support	Progress is linked to Action Point 6.	Open
8	Enquiry Tracking	Investigate the potential to create a control room operation involving staff from the service, Customer Services and Business Support to ensure appropriate action on issues	Dec-17	Mar-18	Customer Services Roads Services Business Support	Progress is linked to Action Points 6 and 7.	Open
<b>Road Safety Inspections</b>							
9	Roads Inspector Team	Re-align the Roads Inspector function to work alongside the Roads Asset Management Plan	Nov-17	Mar-18	Head of Place Management	Required staffing resource has been assessed. Structural changes being implemented.	Open
10	Inspection Recording	Improve the process for recording inspections and defects	Dec-17	n/a - achieved	RAMP Manager/Process Analyst	Confirm has been amended to support this improvement.	Achieved
11	Training	Deliver refresher training for all Roads Inspectors	Oct-17	Mar-18	RAMP Manager	Links to Action Point 10. Part 1 complete. Inspector training on Confirm is complete. Training relating to defect classification being developed.	Open
12	Inspection Compliance	Focus on carriageway and footway inspections to ensure they are kept up to date	Oct-17	Mar-18	RAMP Manager	Links to Action Point 11. With establishment of a new dedicated inspection team, a series of new routes is being developed.	Open

						Status	
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
<b>Defect Repairs</b>							
13	Aim for Right First Time Road Defect Repairs	Ensure all squads are properly equipped to carry out permanent first-time repairs wherever possible	Sep-17	Mar-18	Commercial Manager	Improvements will be supported through the changes to ERS structure and provision of improved plant and resources e.g. trial of Hot Box. Processes have been established for follow-up/permanent defect repairs. These processes will be rolled out incrementally and assessed on an on-going basis. Progress is dependent upon severity of weather over the winter period.	Open
14	Follow Up Repairs - Road Defects	Develop a process to follow up with permanent repairs when temporary repairs are required in the first instance	Sep-17	Mar-18	Edinburgh Road Services (ERS)	Processes developed within Confirm to support scheduling and provide performance information. Progress is linked to Action Point 13.	Open
15	Programming and Scheduling of Road Defects	Schedule defect repairs in the most efficient manner and provide key health and safety documentation to squads	Oct-17	Mar-18	BSS Manager/ERS Manager	Progress was hampered by incorrect classification of defects and backlog of defect repairs. Productivity is improving and backlog reducing accordingly. Further benefits are expected from the Hot Box trial and reconfiguration of Confirm. Dedicated support is being sought from BSS for provision of timely H&S information e.g. PU Drawings. Progress is linked to Action Point 13.	Open
16	Guardrail Repair and Replacement	Allocate resources to repair the large number of defective guardrails across the city	Dec-17	Mar-18	Head of Place Management	This work is undertaken by Blacksmith staff. The Blacksmith staff were transferred to Fleet & Workshops following the Transformation Programme. A further structural review is required in terms of both Blacksmiths and Sign Shop to identify best fit for service delivery.	Open

Action Point		Action	Target Date	Forecasted Date	Lead Team	Comments	Status
17	Setted Street Repairs	Ensure adequate internal capability to properly repair defects on setted streets.	Mar-18	Mar-19	RAMP Manager/Commercial Manager	Information has been provided by the RAMP Manager to ERS. ERS currently do not have the capacity or sufficient staff expertise to deliver this in-house. As a result of the linkages to other commitments in the plan, it is necessary to postpone this action.	Open
18	Street Lighting Defect Repairs	Reduce the number of outstanding street lighting defects	Mar-18	Ongoing	Contract and Logisitcs Manager/Business Support	Data Cleansing of current c4,000 defects will be carried out to provide a true and accurate number of faults. Improvements with the Confirm System will support the processing of future customer reported faults. Progress is dependent on Action Point 23.	Open
<b>Workforce Management</b>							
19	Nightshift	Evaluate effectiveness of the nightshift service and consider improvements	Aug-17	n/a - achieved	Commercial Manager / Contracts & Logistics Managers	Review of Nightshift operations has been completed. Findings show that the Roads Nightshift team provides a valuable service and offers flexibility for service delivery. Findings of the review to be progressed (i.e. consultation required on changes to working hours, changes to line management arrangements and mechanism for delivering staff training).	Achieved with additional activities underway
20	Increased Investment in resources	Invest in training and engagement for all staff, in addition to providing equipment and leadership to support people in their role.	Sep-17	n/a - achieved	OD & Learning/ERS Manager	Training matrix established. Critical training gaps addressed, electronic training records developed. Long term training programme to be developed with OD&L. Plant and equipment reviewed and implemented e.g. Hot Box. Bi-monthly meetings held with staff and union representatives in each depot.	Achieved with additional activities underway
21	Working Patterns	Review current working patterns ensure the service delivery is aligned to demand	Oct-17	Mar-18	ERS Manager	Workstreams reviewed and requirements identified. Next steps require consultation with staff and HR to develop new Employment Contracts.	Open

Action Point		Action	Target Date	Forecasted Date	Lead Team	Comments	Status
22	Apprenticeships	Rollout a full apprenticeship programme within Roads Services to develop young people in our workforce and ensure that we have the right skill sets in the future	Apr-18	ongoing	OD & Learning	Provider identified for Apprentice Roadworker training. Agreement in place with Edinburgh Building Services to extend the programme for Electrician Apprentices to include experience with Street Lighting and extend the scope of job opportunities once qualified. <u>2018 Apprentices to be in place Jan/Feb 2018</u>	Open
23	Service Contract for Street Lighting Repairs	Develop a Service Contract with appropriate suppliers to provide skilled street lighting operatives.	Apr-18	ongoing	ERS Manager	Unsuccessful attempts to recruit to 5 vacant street lighting posts. Service Contract proposed for 12 months initially. Contract to be reviewed and extended as required. Introduction of energy efficient lighting and CMS will reduce the number of operatives required in the future.	Open
<b>Fleet and Depots</b>							
24	Fleet Maintenance	Consider current use of maintenance bay at Bankhead to avoid the downtime of vehicles travelling to Russell Road Depot	Oct-17	Mar-18	Commercial Manager/ Fleet Manager	Review of maintenance needs has identified the benefits that a dedicated programme of servicing would bring to Bankhead Depot. Further work is required to realise these benefits as part of the depot rationalisation programme.	Open
25	Depot Review	Review the requirement for three depots for roads and develop a rationalisation/improvement strategy	Dec-17	Dec-18	ERS Manager/ Asset Strategy Manager	Management review underway with final view anticipated in December	Open
26	Salt Storage	Ensure that adequate arrangements are in place to provide core and contingency salt stocks to support our winter maintenance activity	Sep-17	n/a - achieved	Commercial Manager/ Asset Strategy Manager	Strategic arrangements and salt stocks are sufficient to support current winter weather activity. Links to Action Point 23 - Depot Review in terms of number of depots/salt locations available. Funding is required to replace the salt dome at Blackford Depot if this is to remain as an operational depot in the short /medium term.	Achieved

							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
<b>Improved Business Processes</b>							
27	Confirm Training	Extend training to staff and ensure Confirm is fully utilised	Oct-17	Mar-18	Confirm Board	Following completion of Confirm Health Check, improvements have been made to the system. Training is being developed for inspectors and ERS staff and will be delivered in-house by Confirm Superusers.	Open
28	Schedule of Rates (SORs)	Develop a suite of schedule of rates for the newly established Road Service operations	Dec-17	Jun-18	Commercial Manager	Locality team needs have been identified and ERS squads have been established to meet these needs. A further review will be required following implementation of the new organisational structure. Links to Action Point 1. SORs to be agreed and developed for Confirm, followed by a trial to integrate these in to appropriate financial monitoring system.	Open
29	Winter Weather Treatment	Review the winter maintenance operation and ensure that the service achieves value for money	Aug-17	n/a - achieved	ERS Manager/Locality Managers	Winter roster in place for this winter. Thermal Mapping has been arranged to gather information this winter. All managers involved in winter weather decision making have received training. Vehicle tracking has been installed on gritting fleet this winter. Information from Thermal Mapping will be used to introduce new domains next winter and gritting routes will be recorded on vehicle tracking system.	Achieved with additional activities underway
<b>Improved Asset Management</b>							
30	Asset responsibility	Create a joint RAMP and Roads Inspection function	Dec-17	Mar-18	Head of Place Management	A list of assets and the teams responsible for their maintenance has been developed and is maintained by the RAMP Manager.	Open
31	Inspection and RAMP data	Develop a system to integrate road inspection data with RAMP data to inform optimal investment in our road asset	Mar-18	ongoing	RAMP Manager	Development of a reporting mechanism in the Confirm Asset Management System ongoing.	Open



Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
32	Street Lighting Central Management System (CMS)	Include the provision of CMS in the energy efficient lighting contract	Sep-18	ongoing	Street Lighting & Traffic Signals Manager	Links to Action Point 36. The benefits of the CMS will be realised following the installation of the new lanterns. The start date for the installation will be known once the contract is awarded. The benefits of the CMS will accelerate over the 35 month duration of the contract.	Open
<b>Capital Delivery and Contract Management</b>							
33	Prime contractor	Undertake market testing to assess the potential for the procurement of a single prime contractor to deliver all capital works	Dec-17	Jun-18	Infrastructure Manager	Working group convened to design market testing questions and assessment.	Open
34	Contract Management	Benchmark other Councils with prime contractors to determine the optimal contract management structure and roles	Feb-18	Jun-18	Infrastructure Manager/Commercial and Procurement	Working group convened to design market testing questions and assessment.	Open
35	Contract Management	Following market testing and benchmarking, if appropriate, seek Committee approval, develop a contract specification, advertise and procure a prime contract before implementation	Apr-19	ongoing	Infrastructure Manager/Commercial and Procurement		Open
36	Street Lighting Project	Convert existing Street Lighting to energy efficient lanterns	Dec-20	ongoing	Street Lighting & Traffic Signals Manager	Conversion contract is currently being procured and will be awarded in January 2018. Contract duration is anticipated to be 35 months.	Open