

Transport and Environment Committee

10.00am, Thursday, 1 October 2020

Roads and Transport Infrastructure Improvement Plan

Executive/routine Wards Council Commitments	Executive All 15 , 16 , 17 , 19
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1. Recommendations

- 1.1 It is recommended that the Committee:
 - 1.1.1 Notes the contents of the report and the positive progress made to date;
 - 1.1.2 Notes the significant progress on completing the majority of the Roads Improvement Plan actions as detailed in appendix 1;
 - 1.1.3 Agrees the new Roads and Transport Infrastructure Improvement Plan as detailed in Appendix 4; and
 - 1.1.4 Notes that the new Network Management and Enforcement Services Improvement Plan will be submitted to this Committee for approval at a future meeting.

Paul Lawrence

Executive Director of Place

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Roads and Transport Infrastructure Improvement Plan

2. Executive Summary

- 2.1 The report sets out progress that has been made in delivering the outstanding actions contained within the Roads Improvement Plan. It also provides an update on implementation of the new organisational structure.
- 2.2 The report also details the new actions, within the new Roads and Transport Infrastructure Improvement Plan, that have been developed in conjunction with the implementation of the new organisational structure.

3. Background

- 3.1 The Roads Services Improvement Plan was approved on [10 August 2017](#) and set out 36 actions that were 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 the city.
- 3.2 The new Roads and Transport Organisational Structure went live on 3 August 2020. In addition, a new Roads and Transport Infrastructure Improvement Plan has been developed, to follow on from the Roads Improvement Plan, that has identified further enhancements that will improve the new service.
- 3.3 The last update to Committee was [27 February 2020](#) in the form of a business bulletin.

4. Main report

- 4.1 The Roads Improvement Plan is attached in Appendix 1. This shows a summary of the progress made in completing the majority of the actions and progress against any outstanding actions for each section of the improvement plan.
- 4.2 Prior to the introduction of the new service structure, 32 out of the 36 actions have been completed with four actions carrying forward. The four outstanding actions remain a priority and will be monitored and completed as soon as practicable.

Organisation Structure and Responsibilities

- 4.3 Significant progress has been made in re-defining the organisational structure within the wider roads and transport service. This has created a structure with greater clarity of focus and that will ensure that there is much more ownership of key issues. The new structure was implemented on 3 August 2020. Appendix 2 details the structure.
- 4.4 As a result of the Covid-19 situation there was a slight delay to the new structure implementation. However, it is seen as extremely positive that the structure was still able to be implemented during this period.
- 4.5 The new structure creates two new distinct service areas, incorporating activities which were aligned elsewhere in the structure, alongside Localities and Strategic Transport service delivery areas. The areas of responsibility for each service, are shown in the Appendix 3.
- 4.6 The majority of positions have now been filled, however, there are vacancies remaining in a number of service areas which means that some services may not be fully resourced at present.
- 4.7 The vacancies cover both technical and front-line roles. Ring-fenced recruitment for those in scope of the review will continue to conclusion and then any remaining vacancies will be considered as part of the Council's normal recruitment process.
- 4.8 Short term measures have been implemented to provide cover, in areas with vacancies, until recruitment can be completed.

Network Management and Enforcement

- 4.9 The aim of the Network Management and Enforcement Service is to oversee the smooth running of the city's transport network for all users, no matter the mode of transport. The service will regulate activity and take enforcement action where required. This service also contains the Traffic Signals and Traffic Management teams (Intelligent Traffic Systems) which has the tools and expertise to intervene and manage incidents where required.
- 4.10 This new service area will also be responsible for street/environmental enforcement. By integrating parking enforcement, road works enforcement and street/environmental enforcement into a single team the Council will have a greater pool of 'eyes and ears' to witness or detect offences (or contraventions) and take appropriate action.

Roads and Transport Infrastructure

- 4.11 The Roads and Transport Infrastructure Service has responsibility for maintaining the safety and performance of all the city's road and transport assets. This ranges from repairing road defects, maintaining our road drainage network and gritting our roads (Roads Operations), to undertaking safety inspections, developing and implementing investment plans (Asset and Performance), and repairing street lights, lit signs and other signage assets (Street Lighting and Signage) through to undertaking significant design and

delivery of capital investment in our roads and structures (Contracts, Design, Flooding and Structures).

- 4.12 The creation on these new service areas brings in responsibility and resources which have previously been aligned to other parts of the Council, namely Strategic Transport, Localities and Waste and Cleansing.
- 4.13 A new Locality focussed delivery team are now part of the Transport, Contracts and Design team. They will define and deliver local projects that have been prioritised through Locality Improvement Plans, through the use of Neighbourhood Network funding and other external sources.

Strategic Transport

- 4.14 The scope of Strategic Transport service remains on active travel and road safety and public transport and brings in the Development Management activities and spatial Policy team, which were previously managed across both Transport and Planning. This team will continue to work closely with Planning, Housing Investment and Commercial Development and Investment services to ensure that the growth of the city and the transport network are properly aligned.

Governance

- 4.15 A steering/working group has been set up to oversee the development and implementation of the Roads and Transport Infrastructure Improvement Plan.
- 4.16 The new Service Performance Coordinator has been appointed within the Asset and Performance team. The Service Performance Coordinator will take the lead in the delivery and progress of the improvement actions.

Performance Improvements

- 4.17 As has been reported previously to Transport and Environment Committee (in Improvement Plan progress updates and within Capital Investment updates) there have been a number of key performance indicators where improvements have been made. These specifically include:
 - 4.17.1 A significant improvement in the Road Condition Index (RCI). The RCI is calculated as a two-year average and Edinburgh's latest RCI is 33.5%. This is a 2.9% improvement from the previous two-year average figure of 36.4%. This represents the lowest RCI in Edinburgh since 2011/12 and the biggest single year improvement since 2008/09.
 - 4.17.2 At the Transport and Environment Committee on 12 September 2019, a new Risk Based Approach to Road Safety Inspections was approved. This new policy, created in line with the national code of practice, changes the timescale for repairing a category three defect from 28 days to 60 days. It is anticipated that this change will allow the Roads Operations team to increase the percentage of repairs of category three defects that are permanent as opposed to temporary make safe repairs.
 - 4.17.3 Improvements have also been made in reducing the backlog of street lighting faults and improving the number of street lighting faults that are

repaired within five working days. This remains one of the four outstanding actions from the original Roads Improvement Action Plan.

Improvement Plan Assurance

- 4.18 As part of the Council’s Internal Audit programme, an audit of the Roads Services Improvement Plan was undertaken and completed in August 2019. This audit focussed on the overall assurance of the plan and the wider performance framework across Roads Services.
- 4.19 This audit was reported to Governance, Risk and Best Value Committee on [13 August 2019](#). Whilst the audit noted several areas of good practice and the improved performance in the service, it did also recommend that the Roads Services Improvement Plan should be reviewed and re-based given the length of time that has passed since the original draft and the better understanding that officers now have of what improvements need to be made.
- 4.20 As a result of this recommendation the new Roads and Transport Infrastructure Improvement Plan has been developed, as detailed in Appendix 4. The plan not only acts on the recommendation but adds additional improvement actions based on the thinking of the new management team and more recent concerns that have been raised by elected members e.g. climate change/gully maintenance, road drainage and increasing the number of permanent road repairs.
- 4.21 This new plan has taken a more strategic approach when developing actions in order to meet all the current demands on Edinburgh’s transport and infrastructure network.
- 4.22 The following table summarises the development of each new action:

Strategic Area Identified for Improvement	Action No.	Action
The existing Transport Asset Register was incomplete and required updating	1	Spectrum Spatial Analysis (SSA) implementation
Create a more robust asset management system to include as many asset groups as possible in order to improve efficiency.	2	Roll-out of Confirm
Many Operations guides required updating in order to improve service efficiency and create more meaningful KPIs to improve service management.	3	Update and improve our procedures and work practices across all Roads and Transport Infrastructure teams.
Road Maintenance repairs and renewals require to be better aligned in order to create best value appropriate use of funding.	4	Establish better links between Capital and Revenue investment in the maintenance and repair of the road network, thus providing best value.
A lot of damage is occurring to the road network by 3 rd parties and recovery of cost has been inconsistent to date.	5	Establish robust process for recoverable against Roads Operations assets.

Capital programmes of work need to be better aligned with Active Travel leading on more investment strategies.	6	Ensure that the Roads, Active Travel and Public Realm Capital Programmes are sufficiently aligned so they complement and augment each other.
A need was identified to create a “one stop” consultancy service for all transport schemes, utilising the Transport Contracts and Design team.	7	Increase the current in-house design, contract management and site supervision resource across Roads and Transport Infrastructure, primarily in Transport Contracts and Design.
The Council has been successful in delivering Active Travel schemes in recent years. However, this results in maintaining additional assets. Therefore, further work is required in identifying additional sources of funding.	8	Improve safe maintenance of Active Travel Infrastructure through collaboration with Active Travel team.
All Local Authorities must identify and adapt transport infrastructure that will assist in better dealing with the adverse effects of climate change.	9	Improve the Council's strategic flood prevention function to address Climate Change and sustainable development.

5. Next Steps

- 5.1 The following actions that remain open from the existing Improvement Plan will be kept open and progress continually monitored until complete:

Action No.	Action Description
8	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
12	Focus on carriageway and footway inspections to ensure they are kept up to date
18	Reduce the number of outstanding street lighting defects
28	Develop a suite of schedule of rates for the newly established Road Service operations

- 5.2 The Network and Enforcement Improvement plan will be presented to Committee at a future meeting for approval.

6. Financial impact

- 6.1 There is no financial impact associated with this report. The new operating structure has been funded within the existing budget and any improvement actions are required to be contained within current resource allocations.

7. Stakeholder/Community Impact

- 7.1 There are no significant compliance, governance or regulatory implications expected as a result of approving the recommendations in this report.
- 7.2 The investment in the city's roads, footways, gullies and street lighting improves the accessibility and safety of the road and footway network and therefore has a positive impact for all users, particularly older people and those with a disability.
- 7.3 There are no significant sustainability implications expected as a result of approving the recommendations in this report.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 - Roads Improvement Plan

- 9.2 Appendix 2 - Roads and Transport Organisational Structure
- 9.2 Appendix 3 - New Structure - Roles, Responsibilities and Contact Details
- 9.4 Appendix 4 - Roads and Transport Infrastructure Improvement Plan

Roads Improvement Plan

Action Point		Action	Target Date	Completed Date	Forecast Date	Led by	Comments	Dependencies	Status
Organisational Structure									
1	Road Service Operations	Create a single service to manage and maintain all elements of the road asset maintenance/renewal cycle	Mar-18	Aug-20		Head of Place Management	This has been accommodated in the overall structure realignment. The new structure came into effect on 3rd August 2020.		Closed
2	ERS Operating Model	Re-align the ERS service to respond to visible defects on the road network	Dec-17	Aug-20		Roads Operations Manager	<p>The ERS (now Roads Operations) Structure has been reviewed and agreed by HoS and was implemented on the 3rd August 2020.</p> <p>The new structure brings together the design and delivery elements for all revenue-based roads maintenance into a single co-located team more able to react to the defects on the network.</p> <p>The structure aligns the revenue and capital maintenance teams to better align and optimise both streams.</p> <p>These changes have been considered alongside Confirm Asset Management System requirements which will be updated at the end of the review recruitment.</p>		Closed

3	ERS Budget Structure	Move the ERS budget from being a trading account to a general fund revenue account	Apr-18	Aug-20		Roads Operations Manager and Finance	<p>Budget for revenue maintenance works has been centralised within the new team structure and has been allocated into new functional centres to better monitor costs on the main ledger.</p> <p>Recharge mechanism for external and capital works still exists.</p> <p>Further system works are ongoing (2020/21) to further simplify the recharge mechanism but is interlinked with specialist IT interdependencies.</p>		Closed
4	Network Management	Create a single service to coordinate all activity on the road network (permits, TTROs, diversions etc)	Mar-18	Aug-20		Head of Place Management	This has been accommodated in the overall structure realignment. The new structure came into effect on 3rd August 2020.		Closed
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	Aug-20		Head of Place Management	This has been superseded by the new structure where a team has now transferred into the Transport Contracts and Design team but will deliver road enhancements in consultation with Elected Members and local communities. All these staff are currently seconded to Spaces for People and Road Work Co-ordination.		Closed
Customer Service									
6	Enquiry Owners	Review all enquiry types and designate responsible officers/teams for each type of enquiry	Oct-17	Aug-20		Network and Infrastructure Manager	<p>Network and Transport Managers undertook a comprehensive review of activities and enquiries and developed an Activity Matrix defining areas of responsibility.</p> <p>The Activity Matrix has been reviewed against the existing Enquiry subjects within Confirm and reallocated to the various departments.</p>		Closed
7	Customer Enquiries	Work with Customer Services colleagues to improve enquiry handling/resolution	Oct-17	Aug-20		Customer Services/ Roads Services/ Business Support	A contact list (with roles and responsibilities for each team) and structure hierarchy was circulated to Customer Services/Call Centre, Elected Members, internal staff and selected external organisations 3rd August, so that they know who to contact for any queries on the enquiry subject.		Closed

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		T.B.C.	Head of Service in liaison with Network Management and Enforcement Manager	This is a longer-term piece of work to develop and set up a city centre control room covering not only Roads but also Waste and Clearing, and CCTV. This will form part of the Network Management and Enforcement Improvement Plan.		Open
Road Safety Inspections									
9	Roads Inspector Team	Re-align the Roads Inspector function to work alongside the Roads Asset Management Plan	Nov-17	Aug-20		Head of Place Management	This has been accommodated in the overall structure realignment. The new structure came into effect on 3rd August 2020.		Closed
10	Inspection Recording	Improve the process for recording inspections and defects	Dec-17	Dec-17		Asset and Performance Manager	Confirm has been amended to support this improvement.		Closed
11	Training	Deliver refresher training for all Roads Inspectors	Oct-17	Mar-20		Asset and Performance Manager	Inspector training on Confirm is complete. Training relating to defect classification being developed. Training for all Inspectors was undertaken in March 2020. Training has been arranged to take place in March 2020. All inspectors will attend the training which will result in registration on the IHE register of approved roads inspectors		Closed
12	Inspection Compliance	Focus on carriageway and footway inspections to ensure they are kept up to date	Oct-17		Dec-20	Asset and Performance Manager	Links to Action Point 11. A schedule of inspection routes is being developed.		Open

Defect Repairs									
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	Aug-20		Roads Operations Manager	<p>100% of the capital works are Right First Time and squads have the plant and training they require.</p> <p>100% of the Hotbox Squad works will be Right First Time - With additional revenue money the plan is to expand the number of squads.</p> <p>c. 95% of Hard Landscaping defect Right First Time - squads have the plant and training they require (Note on account of availability of specialist materials or TM requirements it is impossible to be 100% on immediate safety defects).</p> <p>Smaller response squads are now set up to deliver perm repairs - where the road defect is suitable to accommodate this and there is budget to do so.</p> <p>Training framework in place to ensure that all squads have the correct training.</p> <p>Plant framework has been renewed to ensure that the required plant is available.</p> <p>Once new structure is in place Ass. Ops. Manager to continue to drive performance</p>		Closed
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	Apr-20		Roads Operations Manager	Processes developed within Confirm to create and schedule a follow up job where required and where there is sufficient resource and budget to support.		Closed
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	Aug-20		BSS Manager/ Roads Operations Manager	New structure in place supporting clear responsibility for tasks, new implementation of national SCOTS guidance gives increased timeframe to plan and undertake repairs more efficiently. All defects managed through Confirm Asset Management System and Work zone scheduling to be overseen by Assistant Ops Manager and Programme Officer at weekly review.		Closed

16	Guardrail Repair and Replacement	Allocate resources to repair the large number of defective guardrails across the city	Dec-17	Aug-20		Head of Place Management	<p>Roads Operations will be the asset owner for guardrail and will update the inventory over time.</p> <p>Ongoing maintenance of these will be undertaken by the Councils in-house blacksmith resource at the direction of Roads Operations.</p> <p>The default position is to remove rather than repair guardrail, following the approved guardrail assessment process. Roads Operations have allocated the necessary resources to remove the defective guardrails.</p>		Closed
17	Settled Street Repairs	Ensure adequate internal capability to properly repair defects on settled streets.	Mar-18	Mar-19		Roads and Transport Infrastructure Manager / Transport Contracts and Design Manager	<p>Roads Operations have the skillset and resources to carry out settled repairs on small panels (c. 1-5m²), but not larger areas. Typically, the areas of sett failure are much bigger than 5m².</p> <p>For areas greater than 5m², normally this requires full carriageway reconstruction, the design and delivery of which can be undertaken internally by the Transport Contracts and Design team, funding permitting.</p>		Closed
18	Street Lighting Defect Repairs	Reduce the number of outstanding street lighting defects	Mar-18		Oct-21	Street Lighting & Traffic Signs Manager / Business Support	<p>Data cleansing of faults will always be an ongoing action.</p> <p>Procedures are now in place to ensure that data cleansing of faults is undertaken in conjunction with the Energy Efficient Street Lighting Programme, due for completion in October 2021.</p>		Open

Workforce Management									
19	Nightshift	Evaluate effectiveness of the nightshift service and consider improvements	Aug-17	Jan-20		Roads Operations Manager	<p>Review of Nightshift operations has been completed. Findings show that the Roads Nightshift team provides a valuable service and offers flexibility for service delivery.</p> <p>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).</p>		Closed
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	May-19		Learning and Development / Roads Operations Manager	<p>Roads Operations undertook a full training assessment and developed a training matrix. A training framework has been procured and is being rolled out on a continuous basis, to maintain effective training levels.</p> <p>Plant and driver training has also been sourced to improve the effectiveness of the service.</p> <p>Annual Conversations used to identify areas of growth.</p>		Closed
21	Working Patterns	Review current working patterns ensure the service delivery is aligned to demand	Apr-20	Apr-20		Roads and Transport Infrastructure Manager / Roads Operations Manager	<p>Roads Operations workstreams were reviewed, requirements identified, and initial options appraised.</p> <p>The existing Street Lighting Nightshift Arrangement is being replaced with a Backshift Arrangement, to provide additional staff during the day.</p>		Closed

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	Apr-18		Learning and Development / Roads Operations Manager	<p>Provider identified for Apprentice Roadworkers training for Roads Operations. Apprentices have been built into the structure and are being actively progressed through scheme on an annual basis ongoing.</p> <p>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.</p>		Closed
23	Service Contract for Street Lighting Repairs	Develop a Service Contract with appropriate suppliers to provide skilled street lighting operatives.	Apr-20	Apr-20		Street Lighting & Traffic Signs Manager	Recruitment to vacant posts of Approved Electrician and Public Lighting Operatives ongoing, with Agency staff used as a short-term arrangement. Road Maintenance Framework Agreement includes provision of operatives for street lighting maintenance.		Closed
Fleet and Depots									
24	Fleet Maintenance	Consider current use of maintenance bay at Bankhead to avoid the downtime of vehicles travelling to Russell Road Depot	Oct-17	Sep-20		Strategic Asset Management / Fleet Manager	The review has concluded that there are benefits to both Roads and Waste & Cleansing (neighbouring depot) to moving fleet servicing to Bankhead. This has been agreed as part of the Depot Rationalisation project and is moving forward with separate programme of works.	Review complete - physical works still to be delivered at both depots	Closed

25	Depot Review	Review the requirement for three depots for roads and develop a rationalisation/improvement strategy	Dec-17	Sep-20		Roads Operations Manager / Asset Strategy Manager	<p>The review has been completed and the depot requirements have been set at 2 depots - primary depot at Bankhead in the West and secondary depot at Black ford in the East, with a strategic salt store at Longstone. Barnton depot has been closed and is being rented by Estates, the team has been fully integrated into Bankhead depot and the wider team is benefiting from improved communication don cor-ordination.</p> <p>Part of the review identified the modification of Bankhead depot and modernising of Blackford depot.</p>	Review complete - physical works still to be delivered at both depots	Closed
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	Sep-18		Roads Operations Manager / Asset Strategy Manager	Strategic arrangements and salt stocks are sufficient to support current winter weather activity.		Closed
Improved Business Processes									
27	Confirm Training	Extend training to staff and ensure Confirm is fully utilised	Oct-17	Dec-17		Confirm Board	Following completion of Confirm Health Check, improvements were made to the system. Training was developed for inspectors and ERS staff and was delivered in-house by Confirm Superuser		Closed

28	Schedule of Rates (SORs)	Develop a suite of schedule of rates for the newly established Road Service operations	Dec-17		Oct-20	Roads Operations Manager	<p>Roads Operations operating model was reviewed with external auditor. Taking into account view to moving from (a trading account to a general fund revenue account - Link to 3) and the volume of large volume small value revenue works undertaken over a significant variation of work streams it was felt that SORs would be counterproductive. Instead a two-tier model has been proposed to be developed which will see larger more capital based schemes delivered on a cost-plus model and benchmarked against the market. Jobs will have hold points installed to ensure there is a cost estimate before commencement of works and costs are accurately captured at the end for comparisons. Variations will be detailed to cover change. For smaller value works, costs will be captured at a reasonable level of granularity to allow the formation of composite SORs that can be monitored over time and used for comparison if required.</p> <p>Model in draft format - to be completed October 20.</p>		Open
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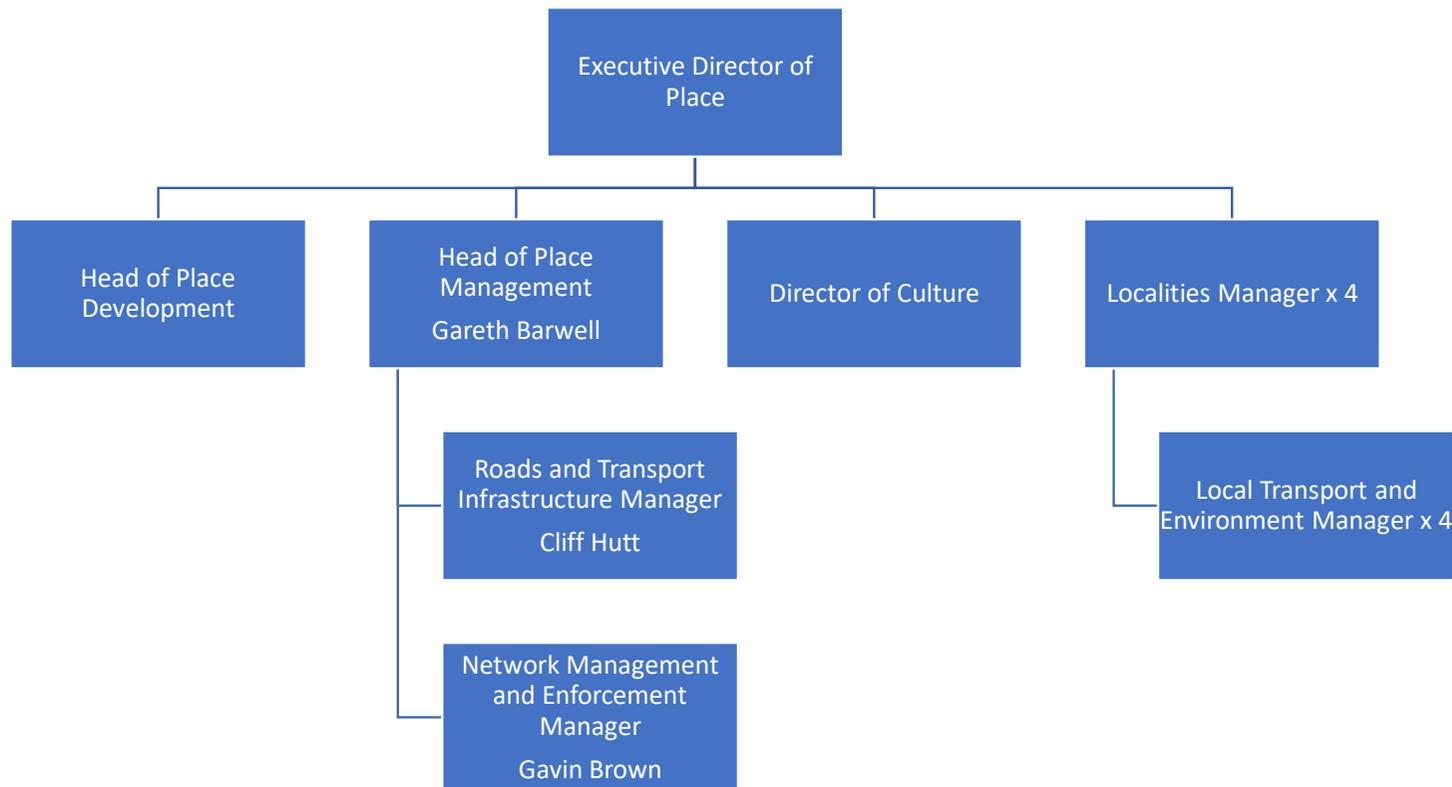
29	Winter Weather Treatment	Review the winter maintenance operation and ensure that the service achieves value for money	Aug-17	Sep-18		ERS Manager/Locality Managers	<p>Winter roster in place for this winter.</p> <p>Thermal Mapping has been arranged to gather information this winter.</p> <p>All managers involved in winter weather decision making have received training.</p> <p>Vehicle tracking has been installed on gritting fleet this winter.</p> <p>Information from Thermal Mapping will be used to introduce new domains next winter and gritting routes will be recorded on vehicle tracking system.</p>		Closed
Improved Asset Management									
30	Asset responsibility	Create a joint RAMP and Roads Inspection function	Dec-17	Aug-20		RAMP Manager	A list of assets and the teams responsible for their maintenance has been developed and is maintained by the RAMP Manager. This was implemented as part of the new structure on 3rd August.		Closed
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	Sep-20		RAMP Manager	Spectrum spatial Analysis (SSA) has been implemented, allowing better integration of both Revenue and Capital data to inform investment.		Closed
32	Street Lighting Central Management System (CMS)	Include the provision of CMS in the energy efficient lighting contract	Jul-17	Jul-17		Street Lighting & Traffic Signs Manager	<p>Links to Action Point 36.</p> <p>The benefits of the CMS will be fully realised following completion of the ongoing EESLP in 2021.</p> <p>The benefits of the CMS will increase over the 35-month duration of the contract.</p>		Closed

Capital Delivery and Contract Management									
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	Aug-18		Roads and Transport Infrastructure Manager / Transport Contracts and Design Manager	Working group convened to design market testing questions and assessment. Visits were made to three local authorities to examine their respective delivery models. A Prime Contractor model was ruled out following these visits and after the liquidation of Carrillion.		Closed
34	Contract Management	Benchmark other Councils with prime contractors to determine the optimal contract management structure and roles	Feb-18	Aug-18		Infrastructure Manager/Commercial and Procurement	Working group convened to design market testing questions and assessment. Visits were made to three local authorities to examine their respective delivery models. A Prime Contractor model was ruled out following these visits and after the liquidation of Carrillion.		Closed
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	Aug-18		Infrastructure Manager/Commercial and Procurement	<p>Following the market testing and benchmarking it was determined that the current Framework delivery model was the most appropriate in our circumstances when combined with some additional use of our in-house resource (Roads Operations).</p> <p>A need was identified for additional design resource to support the in-house design team. Experience gained following a preliminary tender via an open tender procedure on Scotland Excel did not prove entirely successful such that it was considered the best way to meet our requirements would be through a Term Service Contract with a single supplier (consultant).</p> <p>This is currently being progressed following some delays due to an increase in scope to include Structures and Flood Prevention requirements alongside resource issues within CPS and Infrastructure</p>		Closed
36	Street Lighting Project	Convert existing Street Lighting to energy efficient lanterns	Jun-21	Oct-21		Street Lighting & Traffic Signs Manager	The ongoing Energy Efficient Street Lighting Programme has been awarded and is scheduled for completion in 2021.		Closed

Roads and Transport Organisational Structure

1st September 2020

Senior Manager Structure

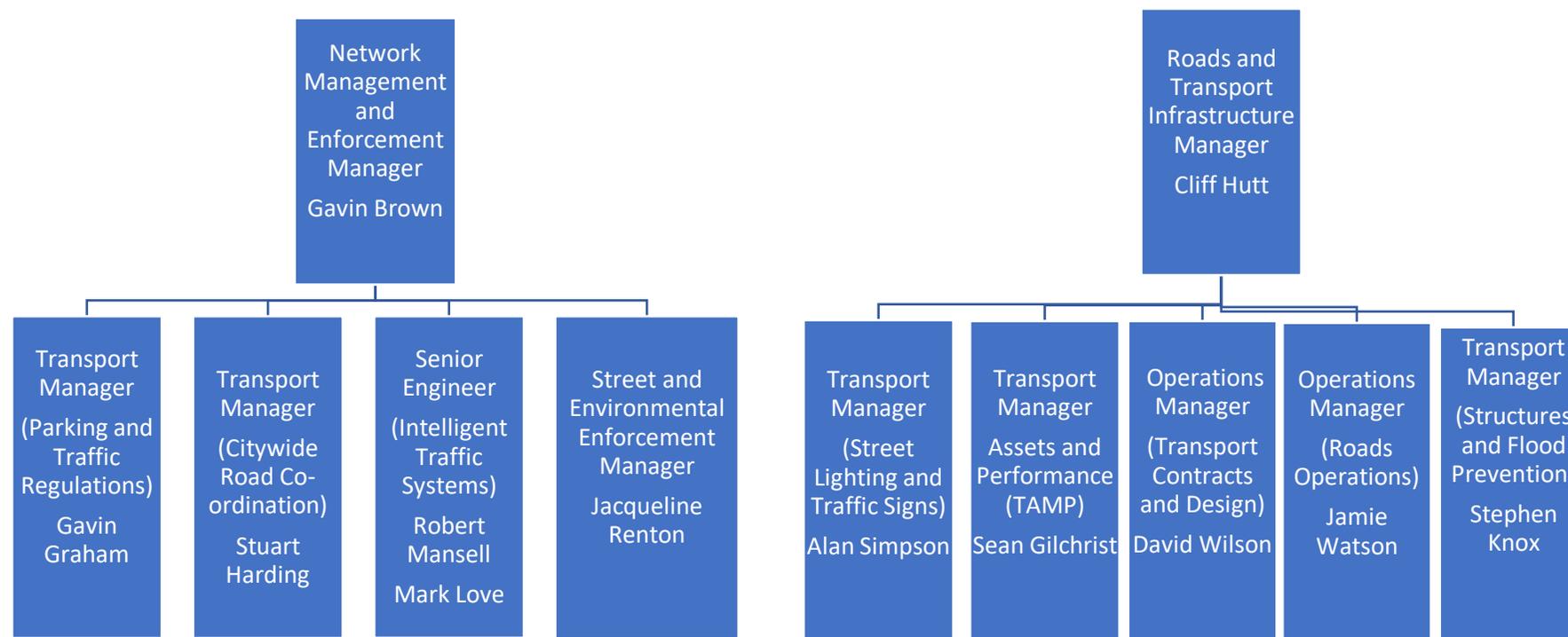


Localities

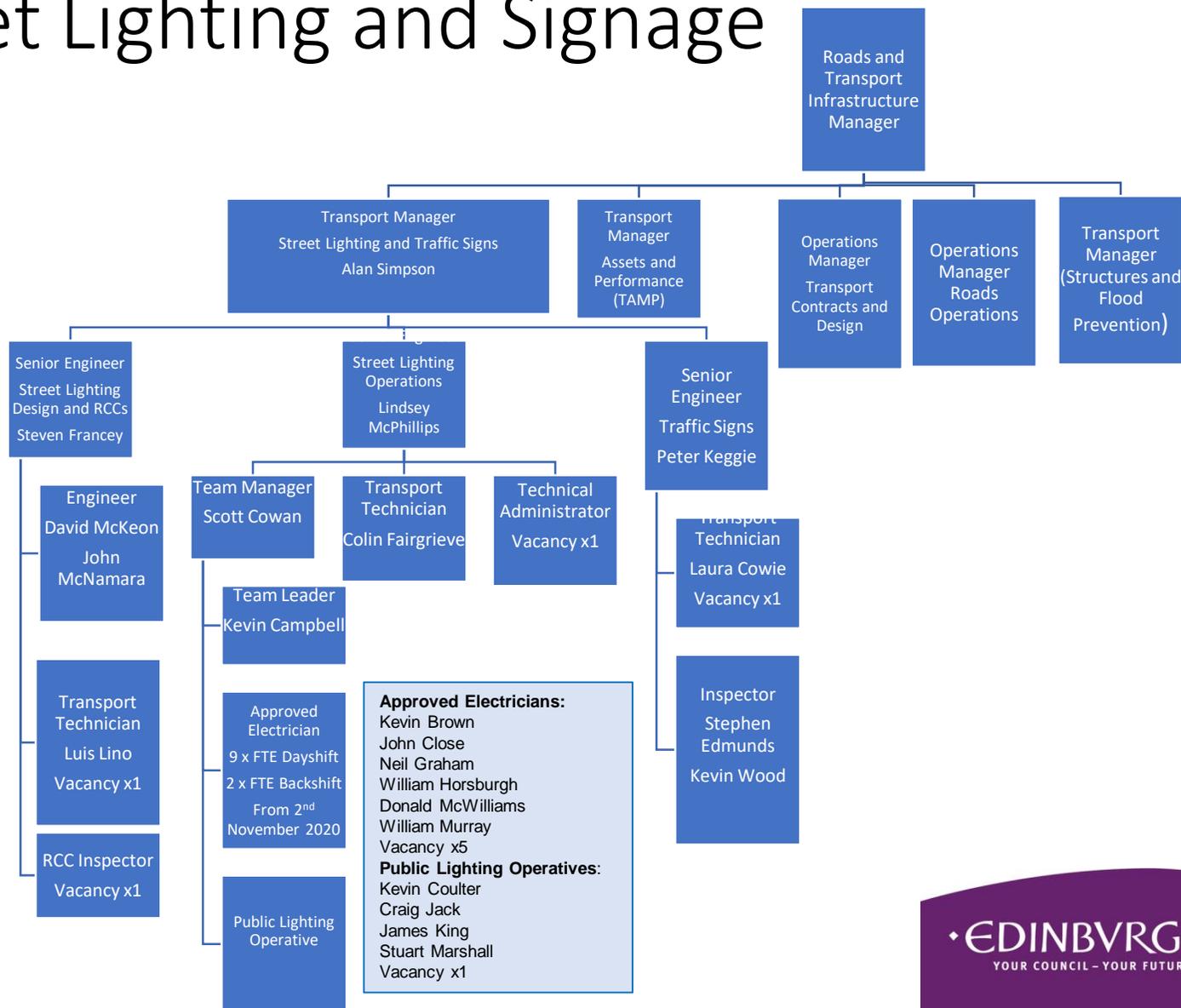
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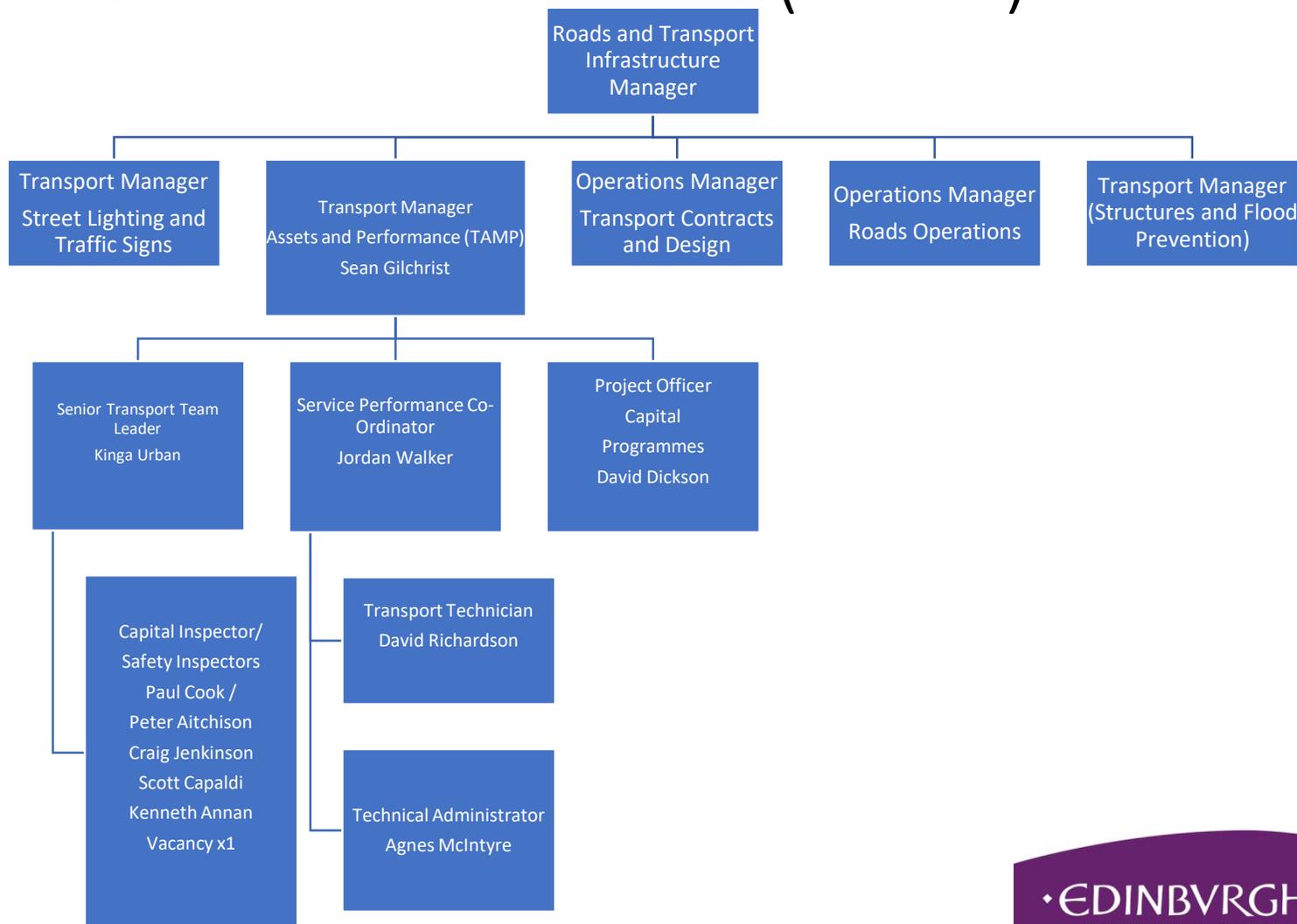
3rd and 4th Tier Structure



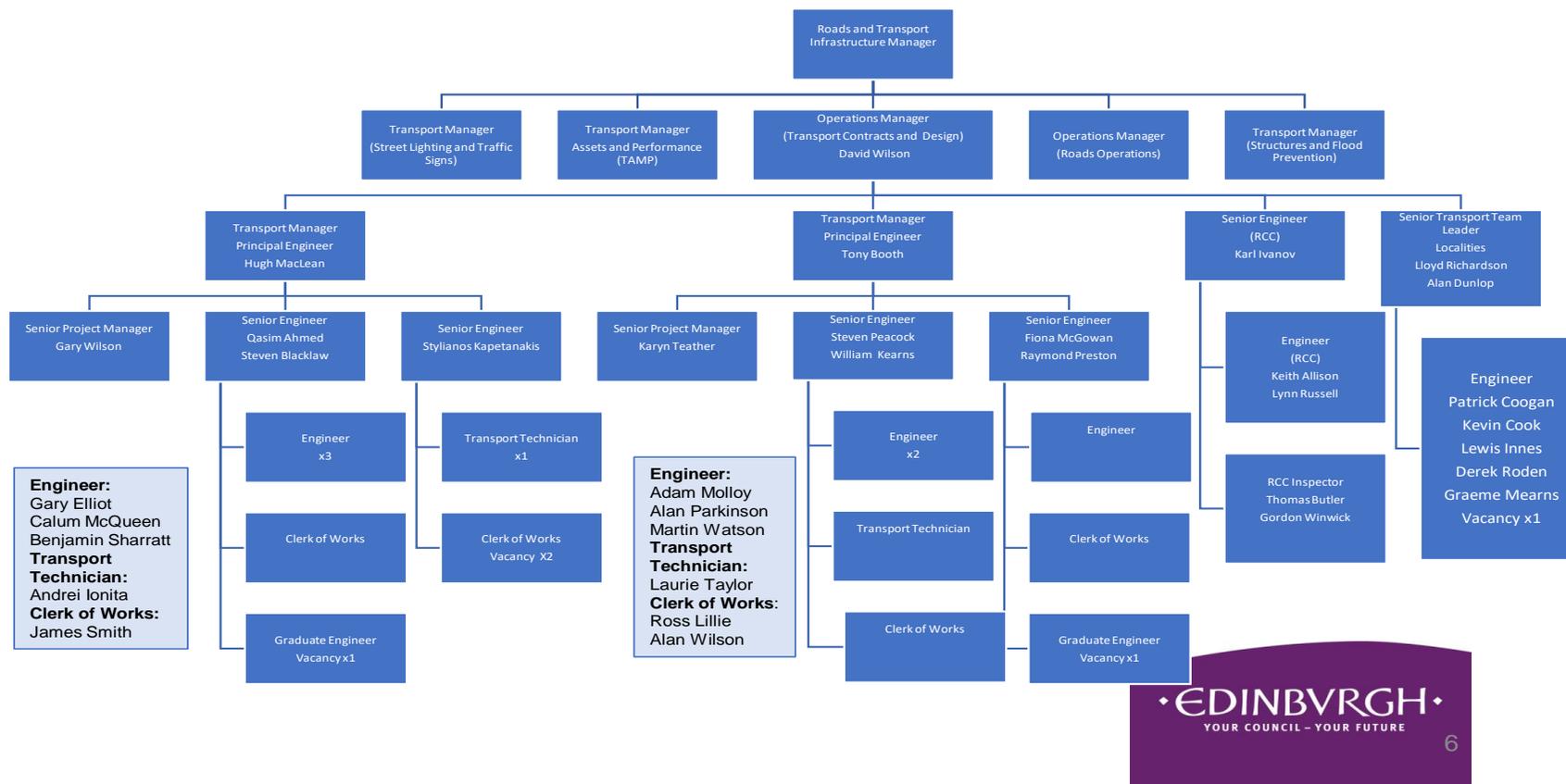
Roads and Transport Infrastructure Street Lighting and Signage



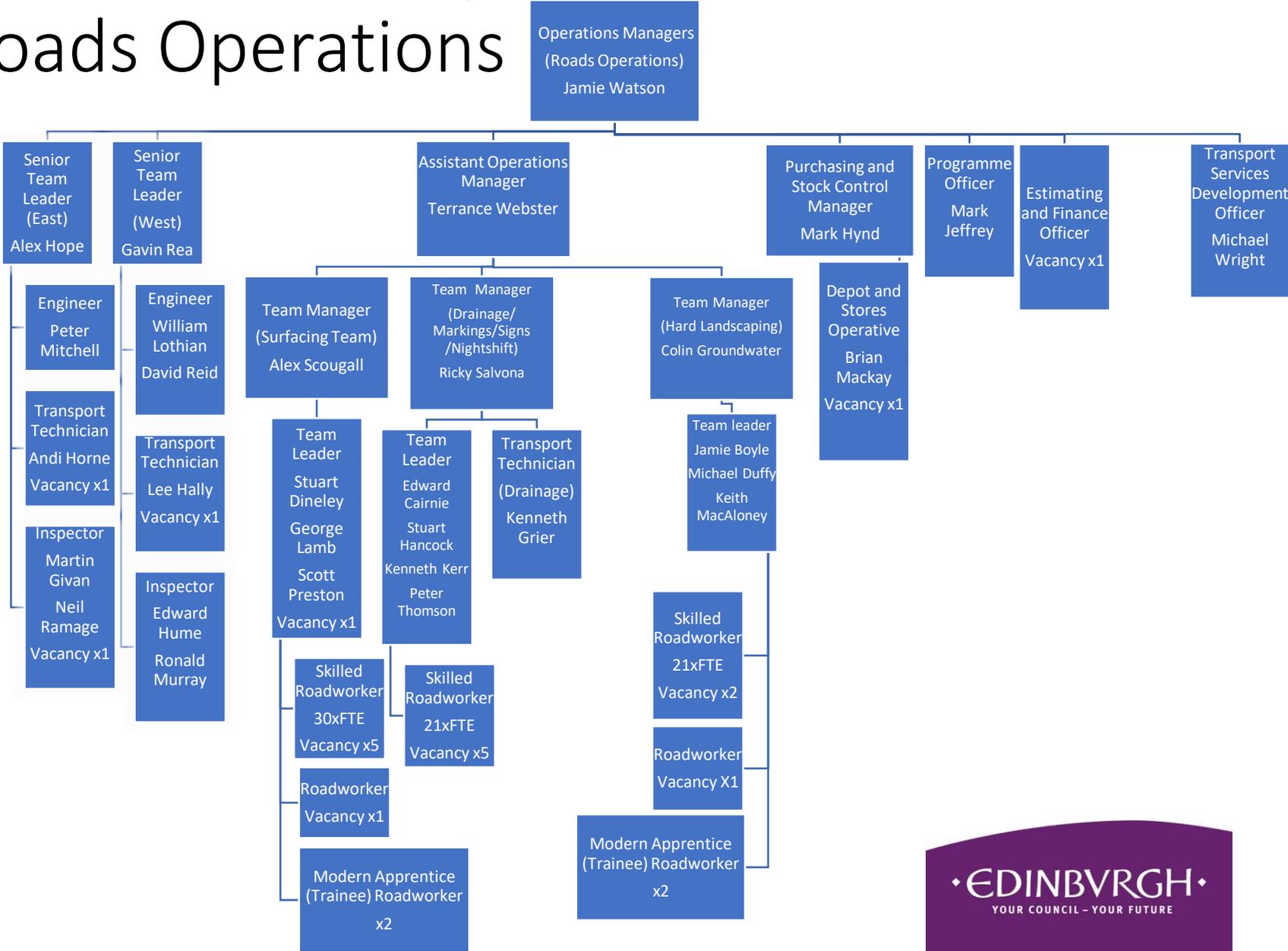
Roads and Transport Infrastructure Assets and Performance (TAMP)



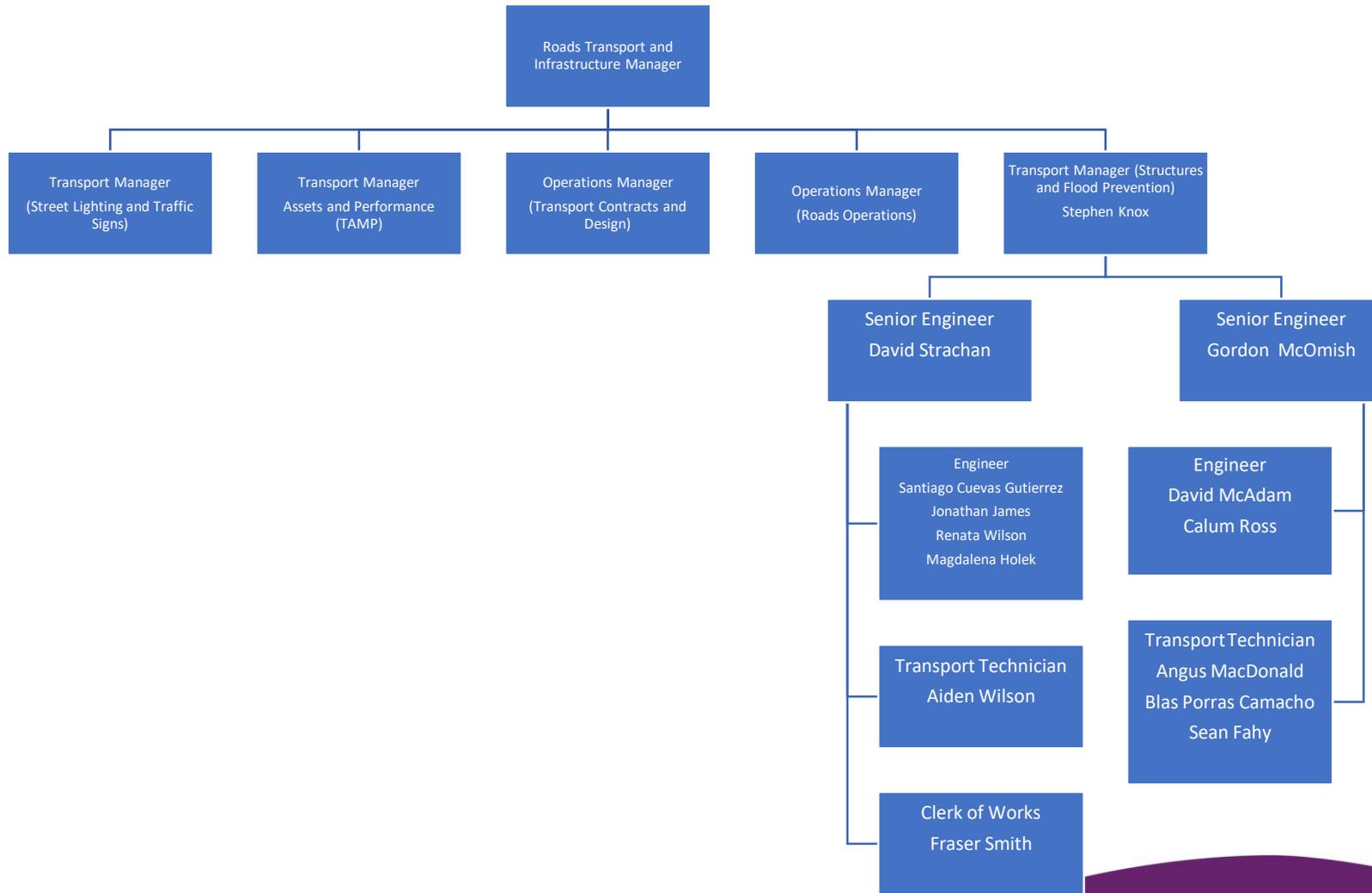
Roads and Transport Infrastructure Transport Contracts and Design



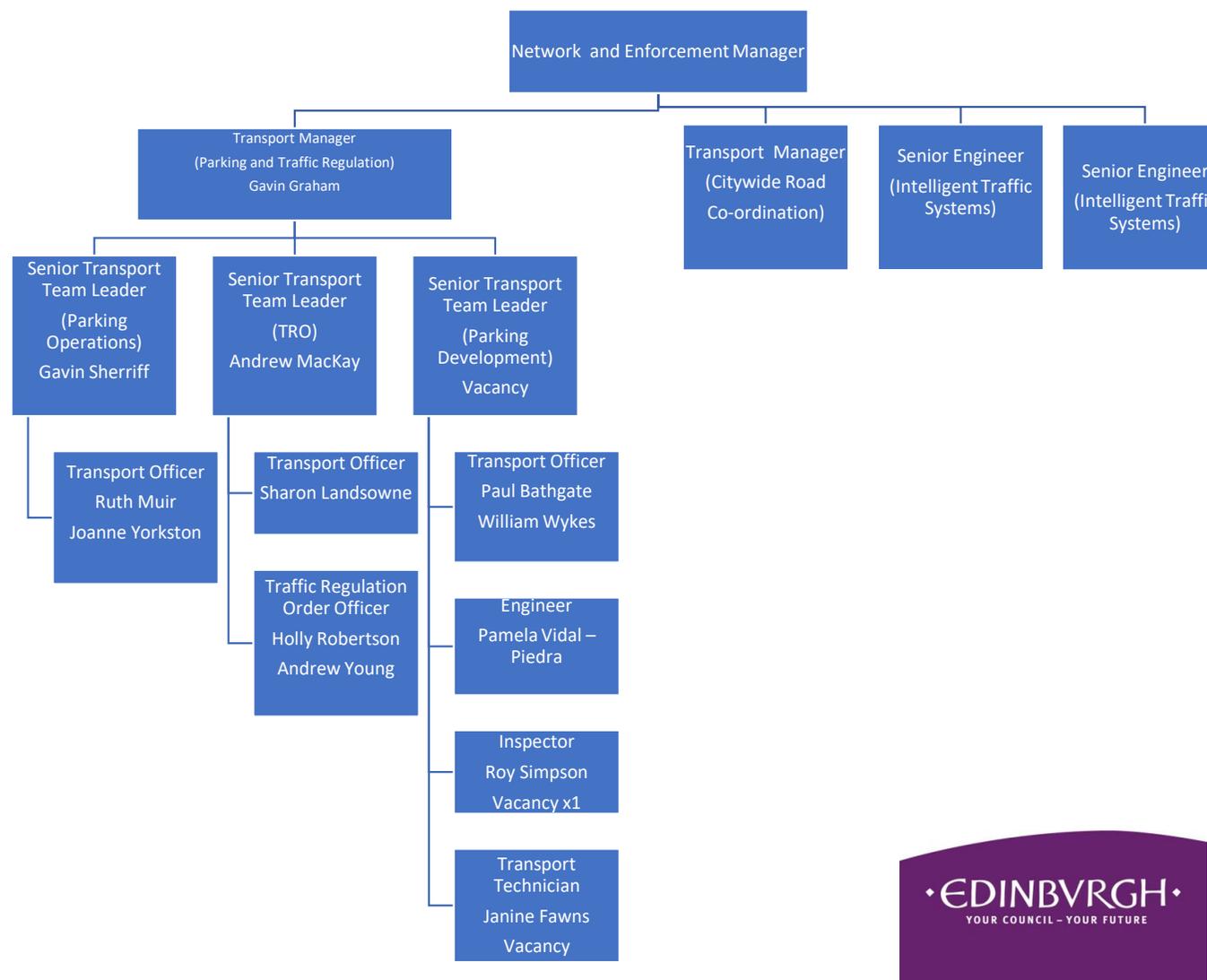
Roads and Transport Infrastructure Roads Operations



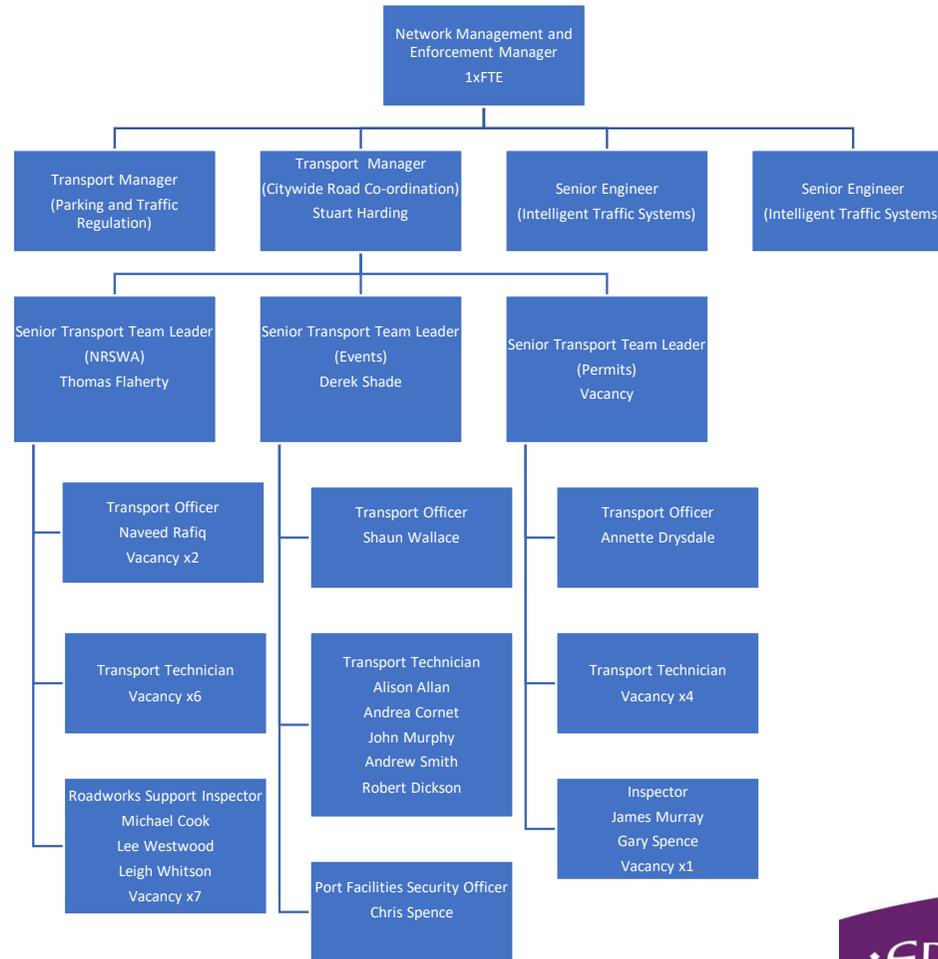
Structures and Flood Prevention



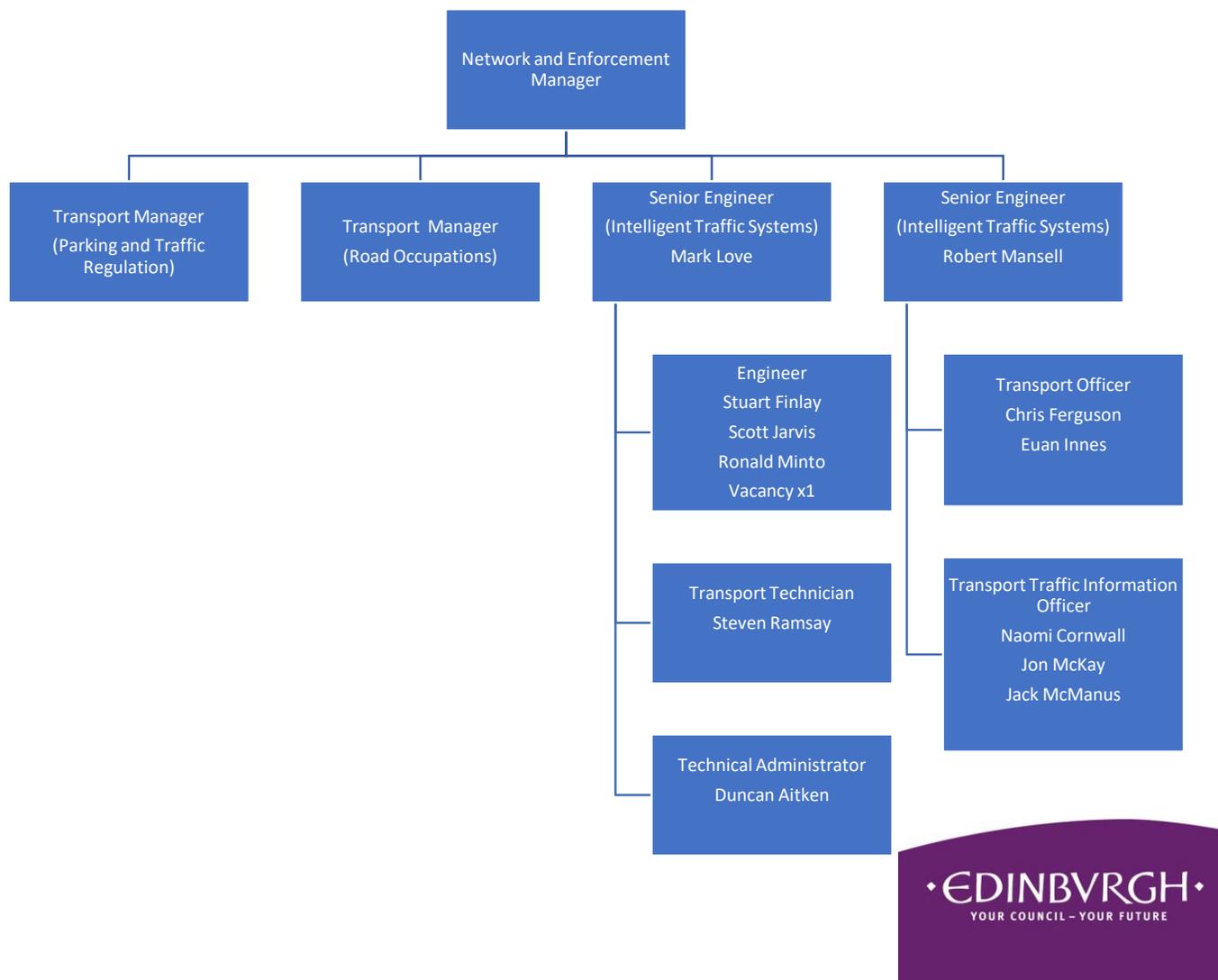
Network Parking and Traffic Regulations



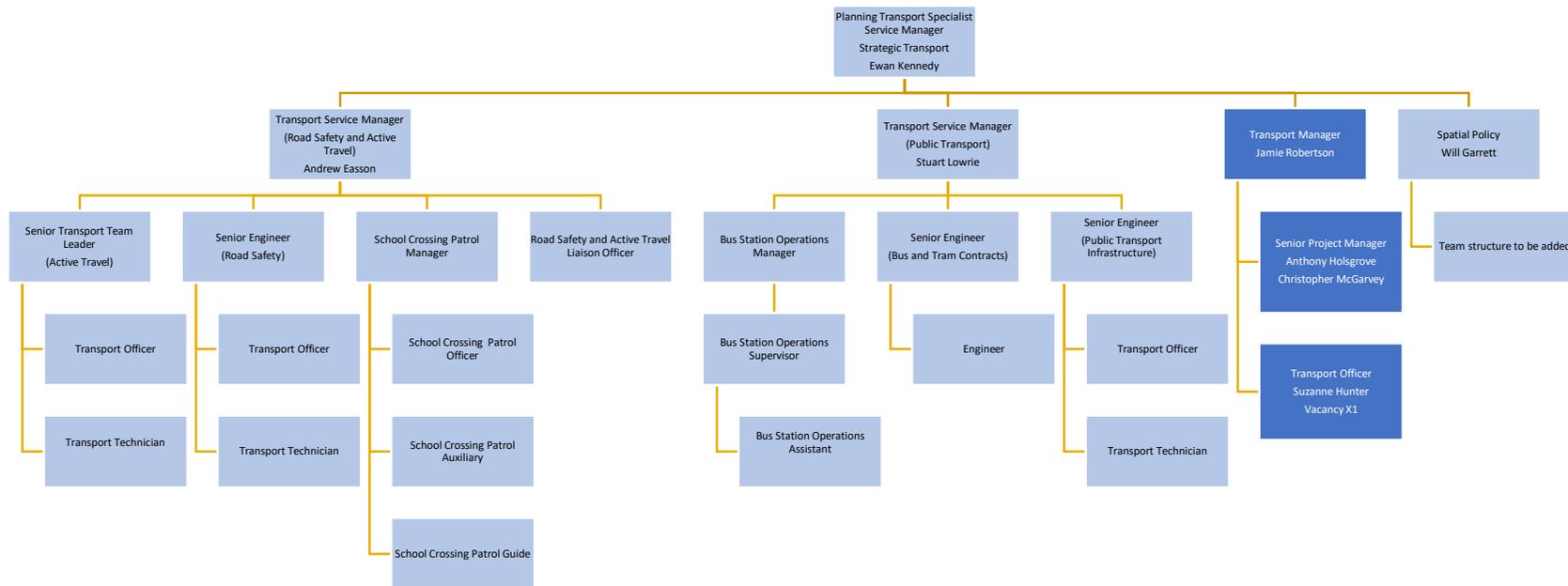
Network Citywide Road Co-ordination



Network Intelligent Traffic Systems



Transport Structure Strategic Transport



**ROADS AND TRANSPORT RESTRUCTURE
NEW STRUCTURE - ROLES, RESPONSIBILITIES AND CONTACT DETAILS
FROM 3RD AUGUST 2020**

There are three core service areas within the new Roads and Transport Structure:

Service Area	Service Responsibilities	Senior Manager	Contact Details
Network Management and Enforcement	Parking Operations and Traffic Regulation City-wide Road Co-ordination Intelligent Traffic Systems <i>Street and Environmental Enforcement</i> <i>Electric Vehicle Charging Spaces for People</i>	Gavin Brown	Email: gavin.brown@edinburgh.gov.uk Tel: 0131 469 3823
Roads and Transport Infrastructure	Street Lighting and Traffic Signs Asset and Performance (including the Transport Asset Management Plan) Transport Contracts and Design Road Operations Structure and Flood Prevention	Cliff Hutt	Email: cliff.hutt@edinburgh.gov.uk Tel: 0131 469 3751
Strategic Transport	<i>Road Safety and Active Travel</i> <i>Public Transport</i> <i>Spatial Policy</i> Transport Projects	Ewan Kennedy	Email: ewan.kennedy@edinburgh.gov.uk Tel: 0131 469 3575

Services in italics were not changed as part of the Transport Restructure.

Network Management and Enforcement key service activities and contacts:

Service Activity	Lead Officer	Contacts	Summary
Parking and Traffic Regulation	Gavin Graham gavin.graham@edinburgh.gov.uk 0131 469 3551	<p>General parking enquiries: Parking@edinburgh.gov.uk</p> <p>VIP / FOI / Complaints: ParkingOperations.CustomerCare@edinburgh.gov.uk</p> <p>Operational / Enforcement enquiries: Parking.Contract@edinburgh.gov.uk</p> <p>CPZ Enquiries: ControlledParkingZone@edinburgh.gov.uk</p> <p>TRO/TTRO Enquiries: TrafficOrders@edinburgh.gov.uk</p> <p>Website: www.edinburgh.gov.uk/parking</p>	<p>The Parking Operations Team have responsibility for managing all aspects of parking operations across the city and the management of the Council's parking contract & all associated sub contactors and services:</p> <ul style="list-style-type: none"> • On-Street Enforcement • Car Pound • Bus Lane Camera Enforcement • Pay and Display services • Permit services • Lines & Signs services • Back Office services <p>The Parking Development Team has responsibility for the development of parking and Controlled Parking Zone (CPZ) proposals across the city, the delivery of actions within the Council's Parking Action Plan and to provide lead / support on all other projects across the parking service area. The team are also responsible for:</p> <ul style="list-style-type: none"> • disabled parking places • access protection markings • requests for parking and loading controls. <p>The Traffic Regulation Team have responsibility for managing the legal processes associated with Traffic Orders, including:</p> <ul style="list-style-type: none"> • Traffic Regulation Order (TRO) Processing • Temporary Traffic Regulation Order (TTRO) Processing • Stopping Up Orders • Redetermination Orders • Speed Limit Orders

			<ul style="list-style-type: none"> • Experimental Orders
Intelligent Traffic Systems: Network Management and Maintenance	<p>Robert Mansell robert.mansell@edinburgh.gov.uk 0131 469 3681</p> <p>Mark Love mark.love@edinburgh.gov.uk 0131 469 3214</p>	<p>traffic.signals@edinburgh.gov.uk</p> <p>Tel: 0131 469 3691 (diverts to Traffic signals Standby phone Out of Hours (OOH). OOH faults should be called through to 0131 200 2000 in the first instance.)</p>	<p>The Intelligent Traffic Systems - Network Management Team is responsible for the management and operation of Edinburgh's Intelligent Traffic System and Traffic Signals. The main functions are:</p> <ul style="list-style-type: none"> • Traffic signal control timings • Network management • Edintravel • Traffic management advice where it affects the network • Major development transport related effects <p>The Traffic Signals Maintenance Team is responsible for all maintenance of Edinburgh's permanent traffic signals (which are revenue funded). The main functions are:</p> <ul style="list-style-type: none"> • Maintain and repair permanent traffic signals (junctions & crossings), including all traffic signals along the tram route • Maintain and repair the automated rising bollards on the High Street and Grassmarket • Provide 24/7 out of hours response to traffic signal faults and emergencies • Carry out the design and installation of new and upgraded traffic signals in conjunction with revenue and capital schemes, and comment on traffic signals designs for other schemes • Procure and manage the Council's traffic signals maintenance contractor, currently Siemens • Facilitate the switch off/on of traffic signals to accommodate roadworks
Citywide Road Co-ordination	<p>Stuart Harding stuart.harding@edinburgh.gov.uk</p>	<p>Roads.NRSWA@edinburgh.gov.uk</p>	<p>The New Roads and Street Works Act (NRSWA) Team is responsible for checking Public Utility (PU) compliance:</p> <ul style="list-style-type: none"> • PU Performance Checks and Statutory Inspections, Defect Inspections / Third party Inspections / Agreement Meetings

	<p>0131 529 3704</p>	<p>roadoccupationpermits@edinburgh.gov.uk</p> <p>roadoccupationpermits@edinburgh.gov.uk</p> <p>roads.events@edinburgh.gov.uk</p>	<p>and Liaison Meetings (including local and area co-ordination meetings)</p> <ul style="list-style-type: none"> • PU and CEC Live Site Inspections • Local / National Coring Programme. • Fixed Penalty Notice Enforcement (NRSWA) <p>The NRSWA Coordination Team is responsible for:</p> <ul style="list-style-type: none"> • PU / Contractor site meetings to agree timings and Traffic Management Plans • Roadworks co-ordination citywide • Temporary Traffic Regulation Notices (TTRNs) • Temporary Traffic Regulation Orders (TTROs) • Works location assessments. • Edinburgh Road Works Ahead Agreement (ERWAA) Information • Assessment of Works Notices from PUs and CEC • Citywide Road Matters for PUs / Third Parties • Local and Area - Roads Authorities and Utilities Committee (RAUC) meetings <p>The Road Occupations and Permits Team is responsible for supervision and control of the following permits citywide:</p> <ul style="list-style-type: none"> • S109 Permits (Installation of Utility Apparatus) • S56 Permits (Road Opening) • S58 (Scaffolding) • S85 Permits (Skips) • All Road Occupations Permits to include Skips/Scaffolding and Materials • Street Trading Assessments • Tables Chairs Inspections • Licensing Sub committees
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		<p>chris.spence@edinburgh.gov.uk</p>	<ul style="list-style-type: none"> • Providing performance information for Senior Management <p>The Events Team is responsible for oversight and co-ordination of events on, or affecting, the road network by:</p> <ul style="list-style-type: none"> • Providing guidance to prospective event organisers looking to hold events affecting Edinburgh's roads • Attending Event Planning & Operation Group (EPOG) meetings • Liaising with organisers to ensure what is proposed is proportionate, achievable and manageable • Engaging with other CEC sections and external stakeholders regarding planned and proposed events • Advising organisers of specific requirements relating to their events (permits, permissions, Temporary Traffic Regulation Notices /Temporary Traffic Regulation Orders (TTRN/TRO) costs etc.) and arranging TTRNs/TTROs to facilitate events • Designing and procuring traffic management / assessing 3rd party traffic management drawings • Manning control rooms and providing on site presence during events • Collating & presenting information for debrief of major events • Managing an Open Spaces diary for key sites <p>The Port Facilities Security Officer is responsible for:</p> <ul style="list-style-type: none"> • All operational arrangements and co-ordination of the City of Edinburgh port at Hawes Pier, South Queensferry. • Implement, develop, maintain and revise the Port Facility Security Plan annually in coordination with the Department for Transport (DfT). • Manage a small team of up to 10 security staff to make sure standards for security of the port facility are met
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Electric Vehicle Charging	Gavin Brown Mike Kelly	mike.kelly@edinburgh.gov.uk	<p>Electric Vehicle Charging for the Public</p> <p>Gavin Brown and Mike Kelly lead on the delivery of the Electric Vehicle Charging Installation Programme.</p>
Spaces for People	Gavin Brown Supported by a wider team from across transport and localities	spacesforpeople@edinburgh.gov.uk	<p>The Spaces for People programme of temporary measures to support walking and cycling as the city emerges from Covid-19 restrictions.</p>

Roads and Transport Infrastructure key service activities and contacts:

Service Activity	Lead Officer	Contacts	Summary
Asset and Performance	Sean Gilchrist sean.gilchrist@edinburgh.gov.uk 0131 529 3765	Roads.AssetManagement@edinburgh.gov.uk	The Asset and Performance teams' main functions are: <ul style="list-style-type: none"> Record roads safety inspections and defects on the adopted network. Process and analyse 3rd party accident claims relating to defects with roads and lighting assets. Development and refinement of the Transport Asset Management Plan (TAMP) Produce and monitor Capital work programmes and budgets. Management and expansion of the Confirm system including
Roads Operations	Jamie Watson jamie.watson@edinburgh.gov.uk T: 0131 458 8010	<p>Mailboxes: Roads Operations Enquiries - roadsoperations@edinburgh.gov.uk</p> <p>Gritting - WinterWeather.Enquiries@edinburgh.gov.uk</p> <p>Drainage - roads.gullycleaning@edinburgh.gov.uk</p> <p>Website Details: https://www.edinburgh.gov.uk/roads-pavements https://www.edinburgh.gov.uk/gritting-grit-bins</p> <p>Bankhead Roads Depot (Primary Depot) 14 Bankhead Avenue EH11 4HD</p>	Roads Operations are responsible for all revenue maintenance of Edinburgh's adopted Roads and Footpaths and primarily undertake the following functions: <ul style="list-style-type: none"> Inspection of roads and footpath defects reported by members of the public Design of maintenance solutions to the road and footpath network Repair potholes in the road, slab and kerb defects, and maintain/repair bollards Undertake revenue and capital surfacing schemes and patching works to repair the roads and footpaths Maintain/install/remove - pedestrian guardrail and crash barriers. Empty, clean and maintain gullies (Road drains) and roads drainage systems Maintain road markings and studs (<i>except disabled bays, access protection markings (APMs), single or double yellow (SYL / DYL) which are managed by the Parking Operations team.</i>) Winter Maintenance (Gritting) of the prioritised network Provide a 24/7 (OOH) emergency roads response - Police requests, Emergency Road Closures, Road Traffic Accidents, Flooding.

		<p>0131 458 8010</p> <p>Blackford Roads Depot Blackford Glen Road EH16 6TR 0131 664 3359</p> <p>Standby Phone - Out of Hours (OOH): 0131 458 8065</p>	
<p>Street Lighting and Traffic Signs</p>	<p>Alan Simpson</p> <p>alan.simpson@edinburgh.gov.uk</p> <p>T: 0131 458 8038</p>	<p>Mailboxes:</p> <p>Street Lighting Design – LightingDesign@edinburgh.gov.uk</p> <p>Street Lighting RCCs – RCCLighting@edinburgh.gov.uk</p> <p>Street Lighting Operations – StreetLighting@edinburgh.gov.uk</p> <p>Energy Efficient Street Lighting Programme – EESLP@edinburgh.gov.uk</p> <p>Traffic Signs – TrafficSigns@edinburgh.gov.uk</p> <p>Websites:</p> <p>Street Lighting Faults – https://www.edinburgh.gov.uk/streetlightproblem</p>	<p>The Street Lighting and Traffic Signs function is responsible for:</p> <ul style="list-style-type: none"> • Street Lighting Design and Road Construction Consents (RCC) - including street lighting design, contract procurement, site supervision and management of street lighting improvement projects; and the review and approval of street lighting RCCs; • Street Lighting Operations - including the management and maintenance of street lights, column and poles, illuminated signs and bollards, wall brackets and supply cabinets; • Energy Efficient Street Lighting Programme - including the replacement of street lights with energy efficient lanterns and the introduction of a Central Management System; and • Traffic Signs - including the management and maintenance of non-illuminated traffic signs and associated poles.

		<p>EESLP - https://www.edinburgh.gov.uk/roads-pavements/modernising-street-lighting</p>	
<p>Structures & Flood Prevention</p>	<p>Stephen Knox stephen.knox@edinburgh.gov.uk 0131 529 3587</p>	<p>Mailboxes: Structures – Bridges.Structures@edinburgh.gov.uk Flood Prevention – Flood.Prevention@edinburgh.gov.uk Out of Hours emergency flood contact - 0131 200 2000</p>	<p>The Structures team is responsible for:</p> <ul style="list-style-type: none"> • The maintenance of Council-owned bridges (excluding remote footbridges which are usually maintained by Parks & Greenspace) and retaining walls supporting the carriageway. • Providing assistance with damaged or dangerous privately-owned boundary walls adjacent to adopted roads or footpaths. • Technical Approval of highway structures being constructed as part of new developments. <p>The Flood Prevention team manages flood risk by</p> <ul style="list-style-type: none"> • Inspecting, prioritising and maintaining water courses, reservoirs and coastal defences. • Providing an emergency flood response. • Assessing flood risk with a view to providing support to Planning and identifying future works.
<p>Transport Design & Contracts</p>	<p>David Wilson david.wilson@edinburgh.gov.uk T: 0131 469 3912</p>	<p>Mailboxes: Transport transport.designservice@edinburgh.gov.uk</p>	<p>The Transport Design & Contracts team are responsible for:</p> <ul style="list-style-type: none"> • The design, procurement and delivery (including site supervision) of Capital Maintenance and Public Realm schemes. • The design, procurement and delivery of Surface Treatment schemes which includes Surface Dressing, Micro Asphalt and Slurry Sealant works.

		<p><u>RCC's</u> rcc@edinburgh.gov.uk</p> <p>Websites:</p> <p><u>Edinburgh Street Design Guidance</u></p> <p>https://www.edinburgh.gov.uk/local-development-plan-guidance/edinburgh-design-guidance/1</p> <p><u>RCC's</u></p> <p>http://www.edinburgh.gov.uk/info/20089/roads_and_pavements/976/building_new_roads</p>	<ul style="list-style-type: none"> • Both Project and Contract Management for all Capital Maintenance, Surface Treatment and Public Realm schemes. • Assisting and coordinating with Active Travel, Traffic Signals and Street Lighting on Capital and Public Realm Projects. • Reviewing and approving Road Construction Consent (RCC) applications, including road adoptions. • Design and delivery of local improvement schemes.
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The Strategic Transport team are responsible for:

<p>Road Safety & Active Travel</p>	<p>Andrew Easson</p>	<p>Mailboxes:</p> <p>Road Safety transport.roadsafety@edinburgh.gov.uk</p>	<p>The Road Safety team is responsible for:</p> <p>Producing and implementing the Road Safety Plan for Edinburgh to 2020 in partnership with the Council's Streets Ahead road safety partners:</p> <ul style="list-style-type: none"> • Accident investigation and prevention (AIP) • Speed surveys and speed reduction measures • Citywide reviews of speed limits • Pedestrian crossing improvements programme • Dalmahoy junction AIP improvements • School Crossing Patrol Service • School Streets zones • Part time 20mph zones at schools • Road safety and active travel promotion and education in schools • School travel planning • Annual Young Driver and Junior Road Safety Officer events
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	<p>andrew.easson@edinburgh.gov.uk 0131 469 3643</p>	<p>Active Travel activetravel@edinburgh.gov.uk</p>	<p>The Active Travel team is responsible for:</p> <p>Producing and implementing the Council's Active Travel Action Plan:</p> <ul style="list-style-type: none"> • Active Travel Investment Programme of walking and cycling improvement projects • Prioritised active travel actions within the Local Development Plan Action Programme • Providing active travel input to other Council improvement projects and planned major developments • Cycle racks and secure residential on-street cycle parking • Cycle route signing and other minor network upgrades • Active travel promotion, behaviour change and travel planning measures, including Smarter Choices Smarter Places programme • Facilitating the Council's Active Travel Forum
<p>Spatial Policy</p>	<p>Will Garret will.garrett@edinburgh.gov.uk 0131 469 3626</p>	<p>spatial.policy@edinburgh.gov.uk</p>	<p>Spatial Policy is responsible for:</p> <ul style="list-style-type: none"> • City Mobility Plan (CMP) • Air Quality Action Plan and Annual Monitoring Report • Local Development Plan Action Programme Transport Actions. • Edinburgh City Centre Transformation (ECCT) • Planning Place Briefs • Edinburgh Design Guidance • Low Emission Zone (LEZ)
<p>Strategic Transport Planning & Projects Development</p>	<p>Jamie Robertson jamie.robertson@edinburgh.gov.uk 0131 469 3654</p>	<p>Mailbox: transport.planning@edinburgh.gov.uk</p>	<p>Strategic Transport Planning is responsible for the development and delivery of strategic transport planning. Current Projects and Programmes include:</p> <ul style="list-style-type: none"> • Edinburgh Strategic Sustainable Transport Study Phase 2 • Regional Transport Transition Plan • Input to Strategic Transport Project Review 2 • Input to City Regional Deal and Scottish Government programmes and Schemes for example Grade Separation of Sheriffhall, Dalmeny Chord. • Management of the Council's Modelling and Transport Planning Contract • Management of the City Centre Programme Delivery Board

			<p>Projects Development is responsible for the inception, feasibility, development and delivery of the Council’s flagship transport and public realm schemes. Current key schemes include:</p> <ul style="list-style-type: none"> • George Street Public Realm Improvements • Charlotte Square Public Realm Improvements • West Register Street Public Realm Improvements • West Edinburgh Transport Investment Programme (through City Region Deal). • Low Emission Zone (LEZ) • ECCT Delivery Programme (not strategy development but physical delivery of schemes; such as Waverley Bridge changes, Victoria Street and Cockburn closures and Taxi Rank review
<p>Public Transport</p>	<p>Stuart Lowrie stuart.lowrie@edinburgh.gov.uk 0131 469 3622</p>	<p>Mailboxes: Tram management and maintenance trams@edinburgh.gov.uk Public Transport transport.publictransaccess@edinburgh.gov.uk</p>	<p>The Public Transport team is responsible for:</p> <ul style="list-style-type: none"> • The maintenance and provision of bus shelters and public transport infrastructure. • The registration of and administration of new bus service provision within Edinburgh. • The provision and management of supported bus services for socially necessary routes that are not provided as a commercial service. • The management of on street signage and provision of real time bus service information. • Liaison with taxi representative groups on changes to the road environment. • The management of the Bus Station. • The management of Park and Ride facilities. • Overseeing the operation of Edinburgh Tram and the administration of the Tram Maintenance Budgets. • The protection of tram assets from construction work and new developments.

The Transport Team are supported by a Business Support service:

<p>Business Support for Transport</p>	<p>Margaret Thayne margaret.thayne@edinburgh.gov.uk 0131 469 3687</p>	<p>Transport.VIP@edinburgh.gov.uk Transport.Typing@edinburgh.gov.uk</p>	<p>Business Support team:</p> <ul style="list-style-type: none"> • Logs European Digital Regulations Information/Freedom of Information (EDIR/FOI) enquiries and distributes to relevant teams for response. • Deals with responses to EDIR/FOIs from the relevant teams by getting appropriate sign-off, sending back to Information Rights Officer and closing off the system. • Records Compliments for relevant teams. • Records Complaints and distributes to relevant teams for response. <p>Business Support team:</p> <ul style="list-style-type: none"> • Gets relevant approvals, formats, proof reads and sends out responses to correspondence. • Closes responses off the system • Maintains version control of all Committee Reports for the teams.
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Other Activities

Activity	Follow Up
Tram to Newhaven Construction	Senior Responsible Officer: Hannah Ross https://www.edinburgh.gov.uk/tramstonewhaven/newhaven.tram@edinburgh.gov.uk
Removal of abandoned bikes	Issues with abandoned bikes should be reported in the first instance to the Street and Environmental Enforcement team in the Network and Enforcement Team. Contact: Jacqui Renton Jacqui.Renton@edinburgh.gov.uk
Clearing of trees and debris	Waste and Cleansing
Fallen Trees	Parks and Greenspace
Overgrown or hanging vegetation	Road Operations team (see above) in the first instance
	The Road Safety team is not responsible for the provision, operation and maintenance of safety cameras. This is the responsibility of Safety Cameras Scotland, part of Police Scotland - http://www.safetycameras.gov.scot/
Flooding in individual properties	The Flood Prevention team is not responsible for protecting individual properties from flooding and cannot advise individuals or businesses on purchasing property which may be subject to flood risk – flood risk maps and information on being flood-prepared can be found on SEPA's website.
Private or Council owned buildings or walls adjacent to the adopted road or footpath, statues, embankments or paths	The Structures team is not responsible for any private or Council-owned buildings, private walls not adjacent to an adopted road or footpath, statues, embankments or paths.
General issues with poor or defective Traffic Management	Report to the Road Occupations team in the first instance to establish who is responsible for remedial action.

Roads and Transport Infrastructure Improvement Plan

Action Point	Action	Target Date	Completed Date	Forecast Date	Led by	Comments	Dependencies	Status	
Organisational Structure									
1	Spectrum spatial Analysis (SSA) implementation	Improve robustness of the Roads Asset Inventory	Dec-20		Dec-20	Asset & Performance Manager	Work underway to set-up SSA with project board established. Network scan was carried out w/c 11.05.20 and data is now being prepared. Training on SSA starting 21.05.20. Inventory will continue to be updated as part of ongoing service operations.		Open
2	Roll-out of Confirm	Review current use of Confirm to identify future use	Dec-21		Dec-21	Asset & Performance Manager	Identify opportunities for an expansion on the use of Confirm to cover all roads infrastructure assets, for example: Street Lighting and Traffic Signs Structures and Flood Prevention walls Drainage, guardrails, VRS, bollards and road markings	IT - Support from software provider 'Precisely', supply of Mobile Devices, training in the use of Confirm on Mobile Devices.	Open

3	Update and improve our procedures and work practices across all Roads & Transport Infrastructure teams	Improve service delivery through updated Team Plans and Ops Guides. This will lead to a development of more meaningful KPIs across all revenue workstreams and effective dashboard reporting.	Mar-21		Mar-21	Performance Co-ordinator / All 4th tier managers	<p>Initial metrics have been considered and discussions undertaken on how to establish these within the Asset Management System. Examples of these for Roads Operations will include monitoring roads defects, gully cleaning and capital scheme productivity.</p> <p>These metrics will be progressed further for Roads Operations, and similar metrics developed within all teams.</p>	Further input required from software provider 'Precisely' for Bridges and Structures	Open
4	Establish better links between Capital and Revenue investment in the maintenance and repair of the road network, thus providing best value	<p>Utilise the new SSA in order to better target Capital investment.</p> <p>Develop more effective working practices between the Asset & Performance team and Roads Operations - Improving co-ordination of roads repairs, type and quality of roads repairs.</p> <p>Develop practices which more closely align the inspection of defects and their repairs, to ensure that the correct repair is implemented for roads defects.</p>	Mar-21		Mar-21	Asset & Performance Manager / Roads Operations Manager	<p>The SSA will bring together investment and repair information throughout the transport network in order to better inform future investment strategies.</p> <p>Initial discussion undertaken. Monthly meeting to be established, requires new structure to be in place to establish the new forum.</p> <p>Ensuring that the inspectors correctly categorise defects and that the correct squads are then tasked with addressing these. Inspectors take responsibility for the repair, not just identifying defects.</p> <p>Aim to carry out the appropriate repair first time.</p>		Open

5	Establish robust process for recoverable against Roads Operations assets	Review current processes, establish new central process and resource if required	Dec-20		Dec-20	Roads Operations Manager	<p>The process has been reviewed and contact has been re-established with Police Scotland to release key accident information.</p> <p>A draft process is in place but requires some input from insurance services on damages recovery.</p>	Input from Insurance services	Open
6	Ensure that the Roads, Active Travel and Public Realm Capital Programmes are sufficiently aligned so they complement and augment each other	<p>Co-ordination between Asset & Performance, Transport Contracts & Design, and Active Travel in long-term development of Active Travel and Public Realm projects.</p> <p>Early in the project lifecycle, identify the extent of Active Travel and Public Realm aspects of Capital projects, and identify schemes that either have no active travel priorities or require urgent maintenance due to condition. These schemes should only receive minimal street design guidance improvements due to their priority within the capital maintenance programme.</p>	Mar-21		Mar-21	Asset & Performance Manager	<p>Active Travel schemes are currently being developed by external teams of Project Managers, Engineering consultants and Contractors.</p> <p>A number of capital renewal schemes have been delayed in the past due to the process of agreeing the appropriate active travel/street design guidance improvements. This has led to accelerated deterioration and the need for additional revenue budget and emergency capital renewals to be carried out.</p> <p>Capital renewal schemes are identified on a needs basis and there must be mechanisms in place that allow renewal schemes to be started quickly in order to climate dangerous sections on the network, improve condition for all users and reduce the requirement for revenue spend.</p>	Active Travel team, Partnership consultancy framework	Open

7	<p>Increase the current in-house design, contract management and site supervision resource across Roads & Transport Infrastructure, primarily in Transport Contracts & Design</p>	<p>Augment the current in-house design resource by means of a new consultancy framework to increase capacity within Transport Contracts & Design to facilitate delivery of a wider portfolio of projects types, such as Active Travel and Public Realm projects, alongside the annual capital renewals programme. Scope of the framework to include all teams within Roads & Transport Infrastructure to provide flexibility and additional capacity when required.</p>	Mar-21		Mar-21	<p>Transport Contracts & Design Manager</p>	<p>This approach has been developed following a benchmarking exercise against a number of other local authorities nationally.</p> <p>Introduction of Street Design Guidance has increased the complexity of Capital road maintenance schemes, with a resultant increase in design resource required, and programme prolongation.</p> <p>To date, Transport have augmented the in-house design resource utilising the Scotland Excel and other internal and external professional services frameworks, to varying degrees of success. A new multi-lot single-supplier/partnership-type consultancy framework will help alleviate some of the challenges encountered to date, and procurement has commenced. Flexibility will still be afforded by access to existing frameworks.</p>	Procurement	<p>Open</p>
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8	Improve safe maintenance of Active Travel Infrastructure through collaboration with Active Travel team	Develop a mechanism by which funding for the maintenance of Active Travel schemes can be quantified and identified during their inception, and funds made available to the Asset & Performance team to ensure the safe operation of these vital travel links, particularly for vulnerable road users.	Mar-21		Mar-21	Asset & Performance Manager	<p>Significant investment in Active Travel infrastructure is encouraging, but this comes with a maintenance cost which cannot be covered using existing roads and footways budget, particularly with ongoing top-slicing of budgets and increasing numbers of roads/footways, structures, street lighting and signs assets resulting from these schemes. It is necessary to work closely with the Active Travel team to (a) ensure that the ongoing maintenance costs are considered when these projects are being promoted, including the provision of specialist maintained equipment/materials and (b) identify mechanisms by which funding can be made available for their maintenance (including external sources of funding from SG and Sustrans).</p> <p>Funding will include costs of plant, labour and materials.</p>	Active Travel team, Sustrans, Scottish Government	Open
9	Improve the Council's strategic flood prevention function to address Climate Change and sustainable development.	Split and develop the existing Flood Prevention function into two separate functions: 1. Strategic Flood Prevention Management in partnership with Scottish Water, SEPA and neighbouring Local Authorities; 2. Maintenance of existing Flood Prevention infrastructure, including	Dec-21		Dec-21	Structures & Flood Prevention Manager	To include staff from the existing Flood Prevention team, as well as staff from Planning and Parks & Greenspace. Function may be placed within Planning (Place Development) or alongside existing Flood Prevention team within Place Management. Responsibilities will be to: develop the Council's strategic response to an ever-changing climate; close integration with Scottish Water and SEPA in response to current Integrated Catchment Study, Surface Water Management Plans, Local Plan District and Edinburgh & Lothians Strategic Drainage Partnership; and influencing Planning policy to promote sustainable drainage and green	Planning, Parks, Scottish Water, SEPA, neighbouring local authorities and Scottish Government.	Open

		reservoirs, coastal defences and existing flood prevention schemes. This will require the introduction of an additional team in conjunction with Planning and other relevant Council departments, requiring identification of additional sources of funding to assist with formation of the team and its projects.					infrastructure. This function will not just consider the strategic approach in relation to watercourses but will also include Reservoirs and Coast.		
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