Transport and Environment Committee

10.00am, Thursday, 28 January 2021

Network and Enforcement Management Improvement Plan

Executive/routine	**Executive**
Wards	**All**
Council Commitments	15, 16, 17, 19

1. Recommendations

1.1 It is recommended that the Transport and Environment 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; and

1.1.3 agrees the Network and Enforcement Management Improvement Plan as detailed in Appendix 4.

Paul Lawrence

Executive Director of Place

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Report

Network and Enforcement Management Improvement Plan

2. Executive Summary

2.1 The report supplements the Roads and Transport Infrastructure Improvement Plan approved by this Committee on 1 October 2020. That report set out progress made in delivering the outstanding actions contained within the Roads Improvement Plan and provided an update on implementation of the new organisational structure which is provided again for context in this report.

2.2 This report details new actions, within the Network and Enforcement Management 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, approved on 10 August 2017, detailed actions designed to continuously improve the service, delivering a high-quality road network, enabling safe, free flowing travel around our network and protecting the overall appearance of the city.

3.2 The new Roads and Transport Organisational Structure went live on 3 August 2020. The Network and Enforcement Management Improvement Plan has been developed to enhance the improvements implemented by the new structure and to supplement the Roads Improvement Plan.

3.3 Committee was updated on 1 October 2020 on the Roads and Transport Infrastructure Plan and The Network and Enforcement Management Improvement Plan supplements that plan and the Roads Services Improvement Plan.

4. Main report

4.1 As detailed in Appendix 1, significant progress has been made in delivering the agreed actions of the Roads Services Improvement Plan.

4.2 The four outstanding actions remain a priority for both the Network and Enforcement Management Team and the Roads and Transport Infrastructure Management Team. The actions 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. A new structure, detailed in Appendix 2, was implemented on 3 August 2020 and has created greater clarity of focus ensuring ownership of key issues.

4.4 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.

4.5 The Covid-19 pandemic and the Council's response to the situation led to a delay in implementation and there are still vacancies to be filled within the Network and Enforcement Management Team.

4.6 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. It is hoped that the team will be fully populated by late Summer 2021.

4.7 In areas where there are vacancies, the teams have worked together to implement short term measures to provide cover until recruitment can be completed. This has proven particularly important in the Roads Permits and Occupations team.

Network Management and Enforcement

4.8 The Network Management and Enforcement Service is responsible for the management of how people use our road network, overseeing the city's transport network for all users, no matter the mode of transport.

4.9 This new service coordinates large scale roadworks and events, manages compliance with the New Roads and Street Works Act (1991), delivers port facility security, parking enforcement, traffic regulations, Intelligent Traffic Systems (including the maintenance and programming of all traffic signals and provision of Traffic Information) and street and environmental enforcement.

4.10 The integration of all transport enforcement responsibilities, parking enforcement, road works enforcement and street and environmental enforcement, into a single service creates an intelligence driven approach to enforcement with a common goal and shared understanding between teams.

4.11 Once the service has fully bedded in and the Covid-19 Pandemic is controlled the new approach to enforcement will result in better compliance and an improved network for all users.

Governance

4.12 A steering/working group has been set up to oversee the development and implementation of the Network and Enforcement Management Improvement Plan.

4.13 The Network Management and Enforcement Manager will take the lead in the delivery and progress of the improvement actions.

Performance Improvements

4.14 The new structure provides a single service to focus on coordinating all activity on our road and pavement network, covering everything from permit requests for a scaffold, hoarding, excavations or skips and Temporary Traffic Regulation Orders (TTRO) requests through to major traffic diversions.

4.15 Resources within the Customer Services and Business Support teams have been realigned, particularly within the Citywide Co-ordination team, to ensure consistency of delivery with dedicated co-ordination responsibilities and timely updates to members of the public, Utilities and stakeholders such as the Scottish Roadworks Commissioner.

4.16 Plans are ongoing to procure a next generation Urban Traffic Management and Control (UTMC) common database system which will allow better sharing of network data and real time information within the Council and with the public. This will result in significant customer service improvements as stakeholders will receive accurate and up to date information at the point of contact.

4.17 Plans around the new UTMC system will also help to successfully achieve outstanding action number 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’, of the Roads Improvement Plan.

4.18 A new Senior Engineer has been appointed in the Intelligent Traffic Systems Maintenance team ensuring that the high standard of traffic signal maintenance continues to be achieved. The team continues to work on a shift basis whilst maintaining a stand-by function which is realising the agreed savings in overtime claims.

4.19 The Street and Environmental Enforcement team have been restructured with a clearer focus on effectively achieving compliance with regulations relating to dog fouling, littering, A-Boards, tables and chairs (relating to hospitality), abandoned vehicles and domestic and trade waste.

4.20 As part of this restructuring three new teams, working in shifts, are focussing on different parts of the city, new uniforms have been issued and, despite complications associated with the Covid-19 Pandemic, staff have been deployed since June 2020.

4.21 Within Parking Operations, the Parking Development team has been expanded to incorporate some of the parking related services transferring from the locality teams, introducing service efficiencies and allowing the newly restructured Traffic Regulation Order (TRO) team to focus on timely delivery of necessary TROs. These changes will also achieve clarity of purpose, delivering a holistic approach to parking across the city through initiatives such as the Strategic Review of Parking and the development of a new Parking Action Plan that closely aligns with the principals of the City Mobility Plan.

4.22 The implementation of the new Roads and Transport Organisational Structure on 3 August 2020 has highlighted the possible need for the creation of a dedicated Traffic Management team to deal with some network management issue previously allocated to the Locality teams.

4.23 Until plans for this team are progressed and staff return to business as usual duties, after the danger associated with Covid-19 Pandemic has reduced, an ad-hoc team of professionals with Locality based transport knowledge has been created to deal with coordination of network management. This team has improved relationships with key stakeholders, including Public Utilities, during a challenging time and have delivered a key customer service and professional function in relation to Roads Permits and Occupations in particular.

Improvement Plan Assurance

4.24 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.

4.25 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.

4.26 As a result of this recommendation the new Network and Enforcement Management Improvement Plan has been developed, as detailed in Appendix 4.

4.27 This new plan has taken a more strategic approach when developing actions in order to meet all the current demands on network management and enforcement.

4.28 The following table summarises the development of each new action:

Strategic Area Identified for Improvement	Action No.	Action
Team Plan.	1	Develop Service Team Plan and individual team plans for all functions within service.
Consistent approach to enquiries.	2	Develop business case for Traffic Management team and appropriate administrative support.

Urban Traffic Management and Control (UTMC) Common Database.	3	Ensure ERDF and Council funding is used to deliver a class leading Intelligent Traffic Systems (ITS) suite
Parking Action Plan (PAP).	4	Review outstanding actions from current PAP and develop a new PAP in alignment with the new City Mobility Plan (CMP).
Street and Environmental Enforcement.	5	Implement an Intelligence based enforcement approach.
Sale and Display of Goods.	6	Develop a robust enforcement process for the Sale and Display of Goods on the pavement.
Upgrade of traffic signals to energy efficient LED.	7	Review of Traffic signals with High Intensity (HI) Optics.
Traffic Signals Upgrade.	8	Identification of sites which can easily upgraded using reclaimed equipment from tram works and recent upgrades.
ITS Operations Guides.	9	Combine and update ITS Operations guides.
Roadworks inspections and network coordination.	10	Prepare business case for moving to paperless app based inspection methodology for roadworks and network coordination.
Electric Vehicle Charging Infrastructure.	11	Deliver 66 chargers, 132 charging bays, located at 13 sites across the city.

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

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.

6.2 It is anticipated that the implementation of the improvement actions will enable the Council to enhance enforcement of all network management regulations, resulting in improved compliance. This will reduce the cost to the Council for remedial and improvement works and should ensure that the Council maintains income from enforcement activity.

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 network management and enforcement 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 - Network and Enforcement Management Improvement Plan

APPENDIX 1

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	The ERS (now Roads Operations) Structure has been reviewed and agreed by HoS and was implemented on the 3rd August 2020. 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. The structure aligns the revenue and capital maintenance teams to better align and optimise both streams. These changes have been considered alongside Confirm Asset Management System requirements which will be updated at the end of the review recruitment.		**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	Budget for revenue maintenance works has been centralised within the new team structure and has be allocated into new functional centres to better monitor costs on the main ledger. Recharge mechanism for external and capital works still exists. Further system works are ongoing (2020/21) to further simplify the recharge mechanism but is interlinked with specialist IT interdependencies.		**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	Network and Transport Managers undertook a comprehensive review of activities and enquiries and developed an Activity Matrix defining areas of responsibility. The Activity Matrix has been reviewed against the existing Enquiry subjects within Confirm and reallocated to the various departments.		**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 Cleansing, 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	100% of the capital works are Right First Time and squads have the plant and training they require. 100% of the Hotbox Squad works will be Right First Time - With additional revenue money the plan is to expand the number of squads. 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). 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. Training framework in place to ensure that all squads have the correct training. Plant framework has been renewed to ensure that the required plant is available. Once new structure is in place Ass. Ops. Manager to continue to drive performance		**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	Roads Operations will be the asset owner for guardrail and will update the inventory over time. Ongoing maintenance of these will be undertaken by the Councils in-house blacksmith resource at the direction of Roads Operations. 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.		**Closed**
17	Settled Street Repairs	Ensure adequate internal capability to properly repair defects on setted streets.	Mar-18	Mar-19		Roads and Transport Infrastructure Manager / Transport Contracts and Design Manager	Roads Operations have the skillset and resources to carry out setted repairs on small panels (c. 1-5m^2), but not larger areas. Typically, the areas of sett failure are much bigger than 5m^2. For areas greater than 5m^2, 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.		**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	Data cleansing of faults will always be an ongoing action. 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.		**Open**

Workforce Management									
19	Nightshift	Evaluate effectiveness of the nightshift service and consider improvements	Aug-17	Jan-20		Roads Operations Manager	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).		**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	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. Plant and driver training has also been sourced to improve the effectiveness of the service. Annual Conversations used to identify areas of growth.		**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	Roads Operations workstreams were reviewed, requirements identified, and initial options appraised. The existing Street Lighting Nightshift Arrangement is being replaced with a Backshift Arrangement, to provide additional staff during the day.		**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	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. 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.		**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	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 coordination. Part of the review identified the modification of Bankhead depot and modernising of Blackford depot.	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	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. Model in draft format - to be completed October 20.		**Open**

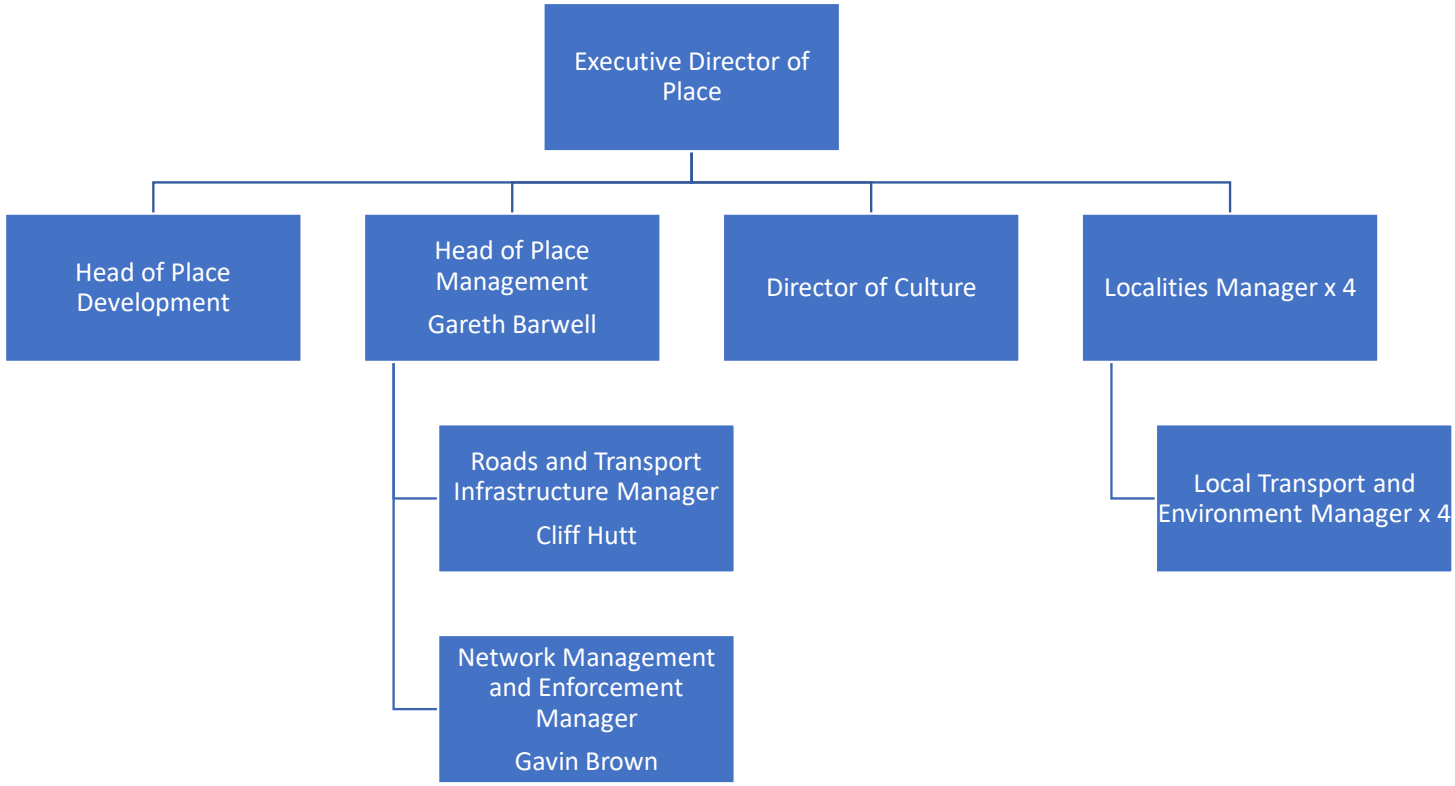
29	Winter Weather Treatment	Review the winter maintenance operation and ensure that the service achieves value for money	Aug-17	Sep-18		ERS Manager/Locality Managers	Winter roster in place for this winter. Thermal Mapping has been arranged to gather information this winter. All managers involved in winter 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.		**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	Links to Action Point 36. The benefits of the CMS will be fully realised following completion of the ongoing EESLP in 2021. The benefits of the CMS will increase over the 35-month duration of the contract.		**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	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). 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). 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		**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**

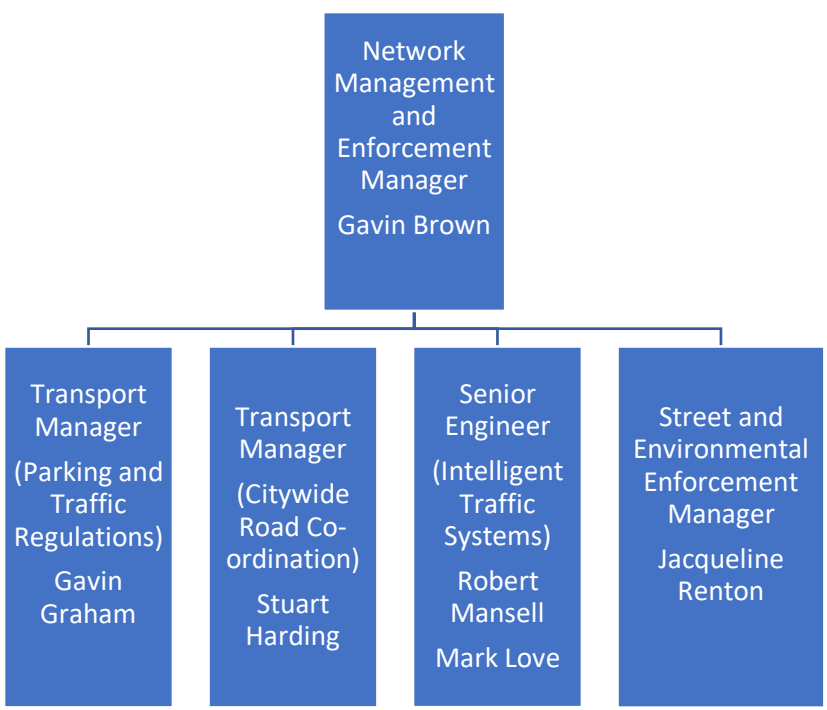
Roads and Transport Organisational Structure

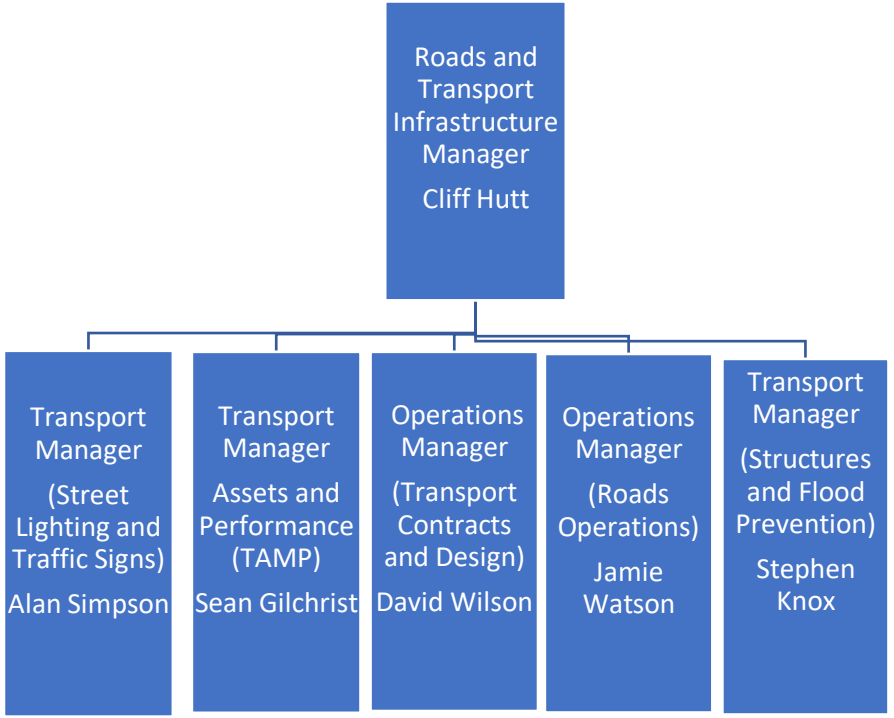
1st September 2020

Senior Manager Structure



3rd and 4th Tier Structure





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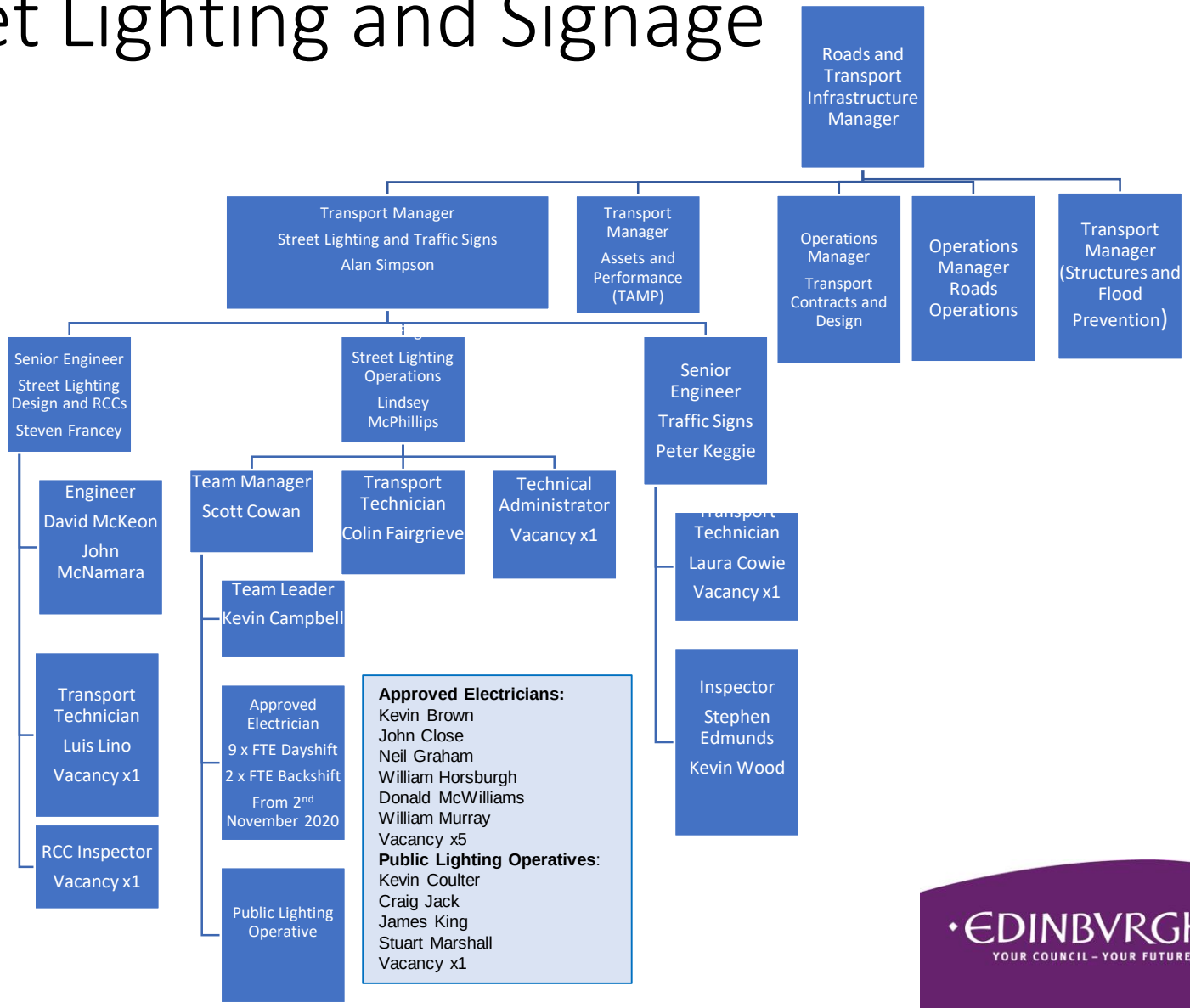
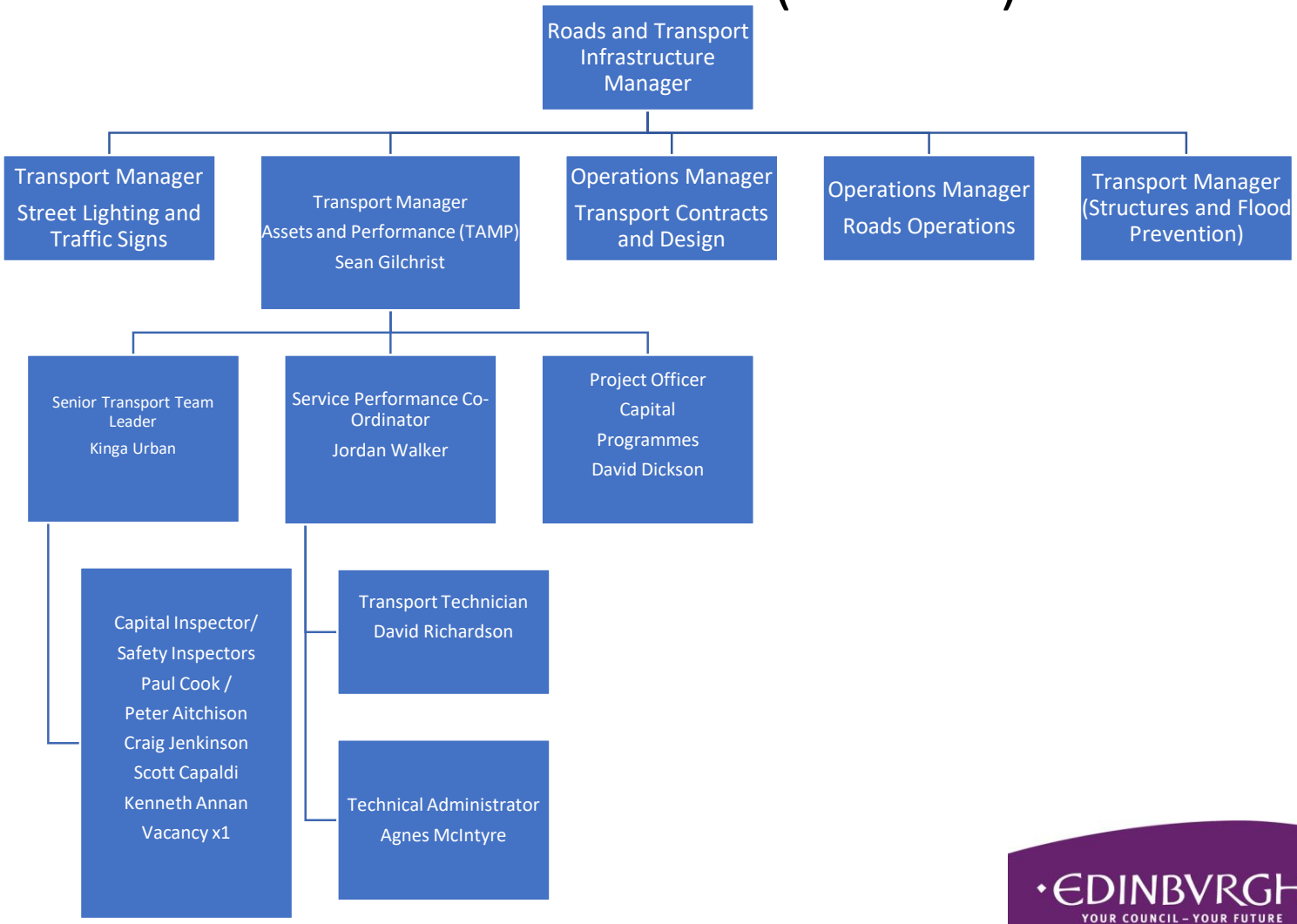
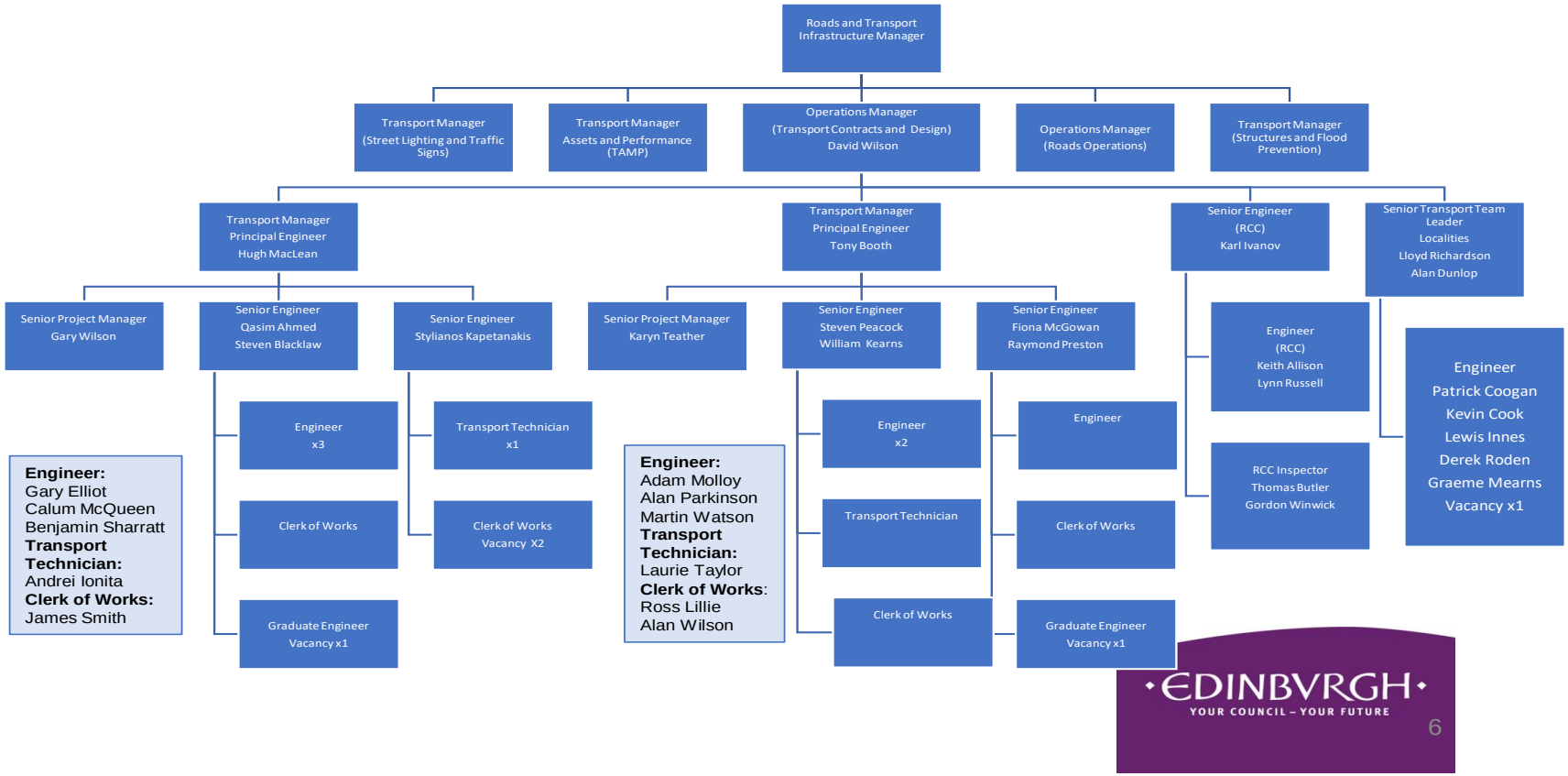
Roads and Transport Infrastructure Street Lighting and Signage



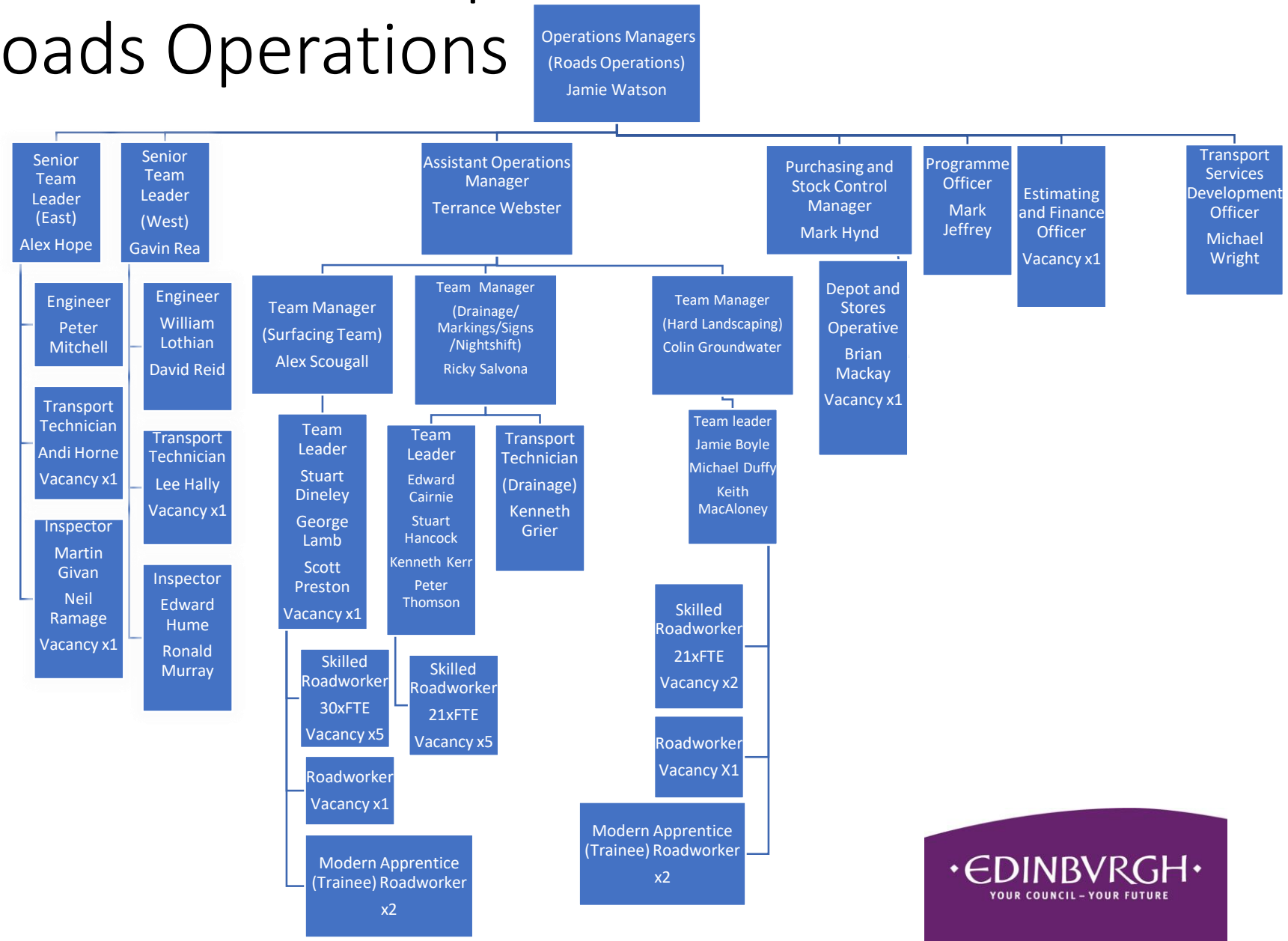
Roads and Transport Infrastructure Assets and Performance (TAMP)



Roads and Transport Infrastructure
Transport Contracts and Design



Roads and Transport Infrastructure
Roads Operations



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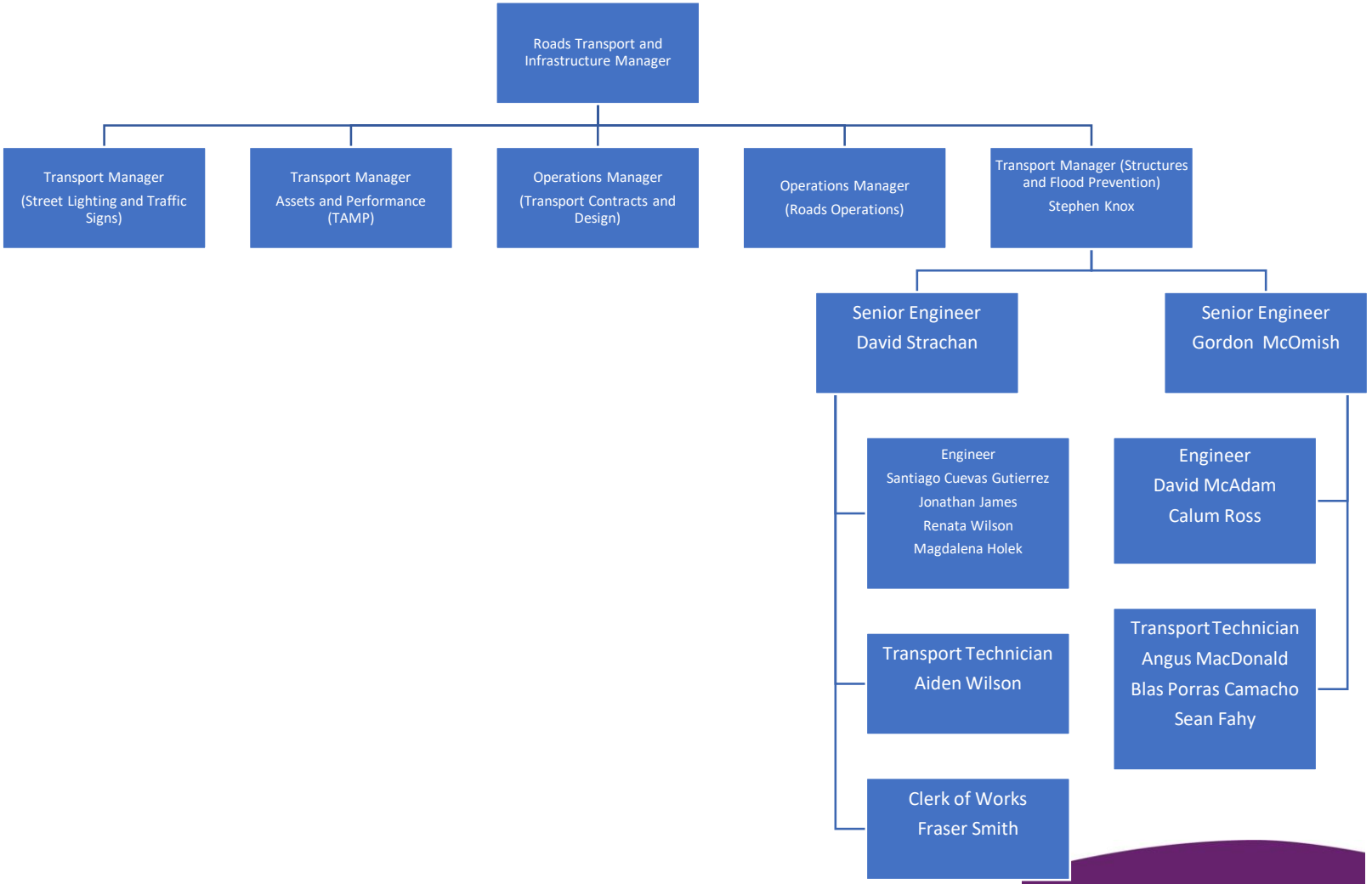
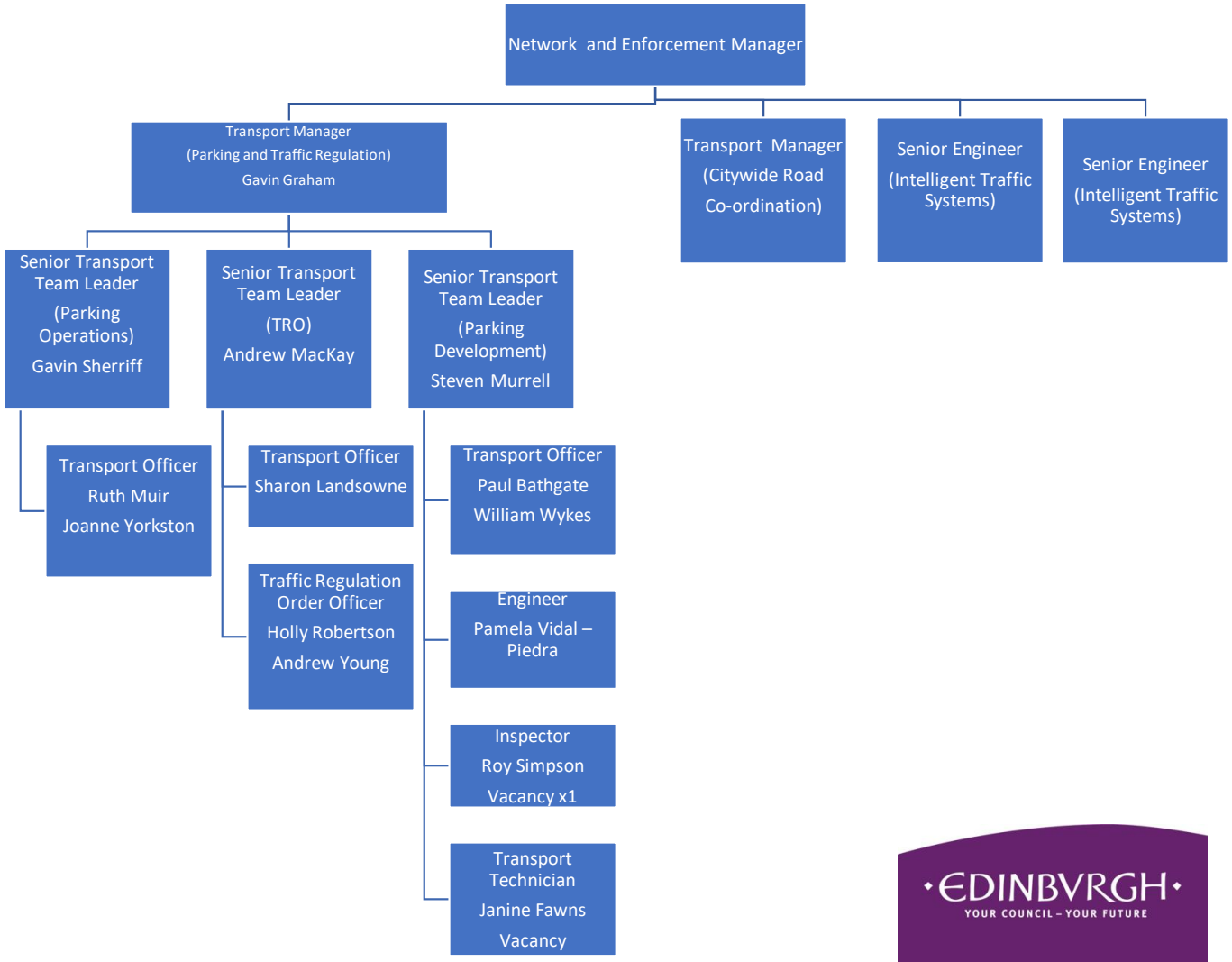
Structures and Flood Prevention



APPENDIX 2

Network Parking and Traffic Regulations



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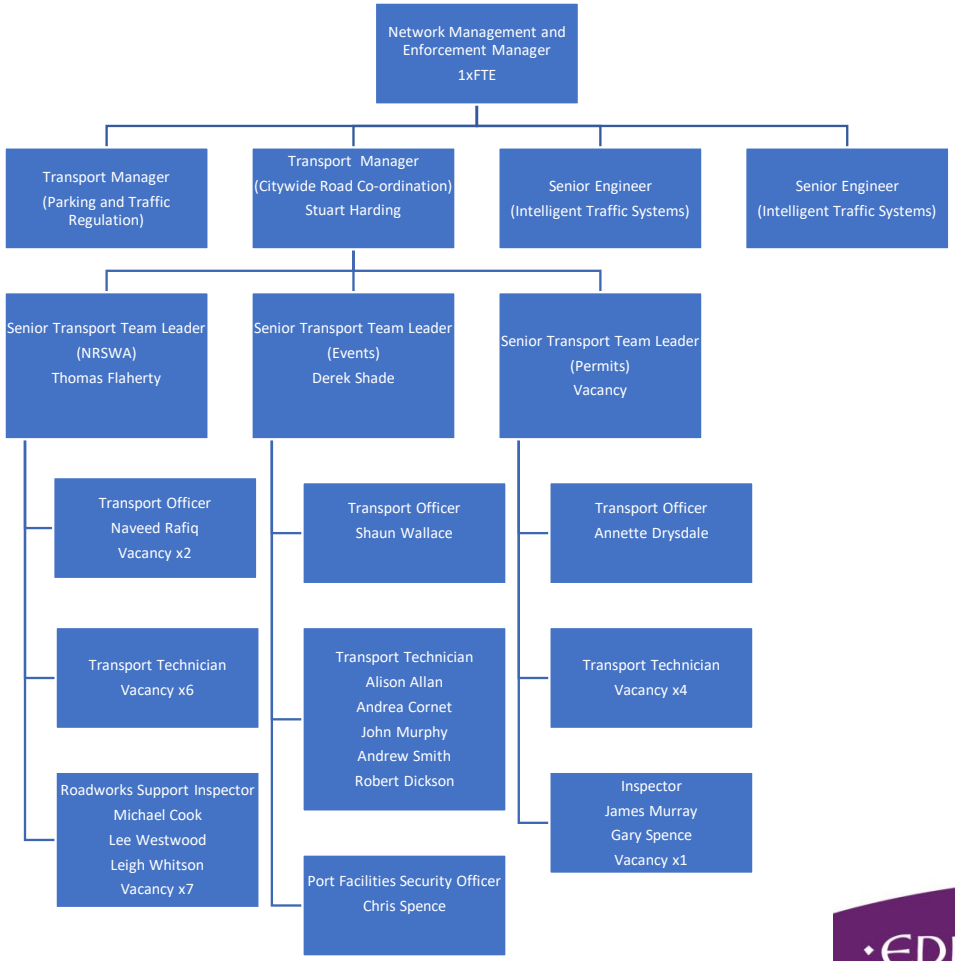
Network
Citywide Road Co-ordination



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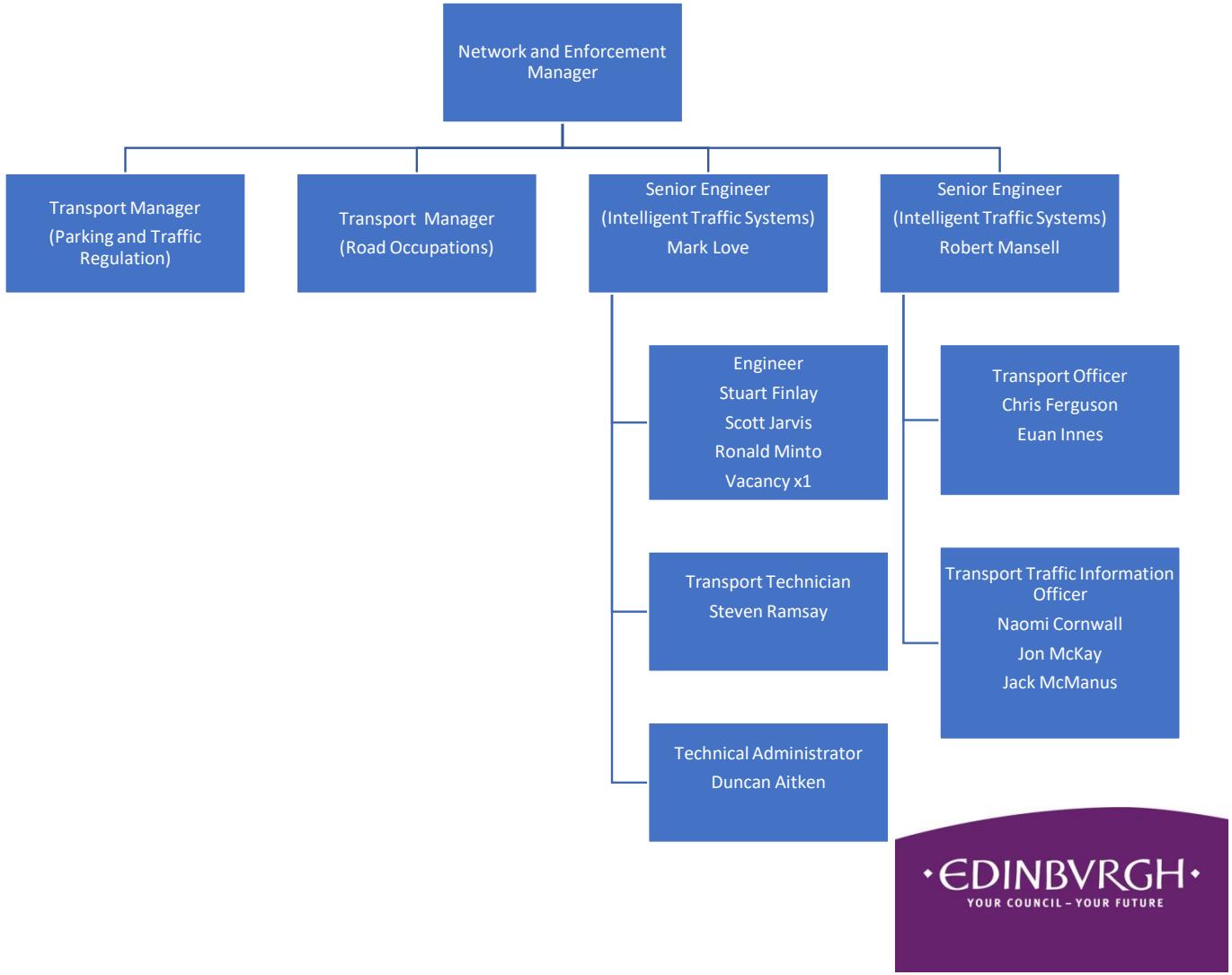
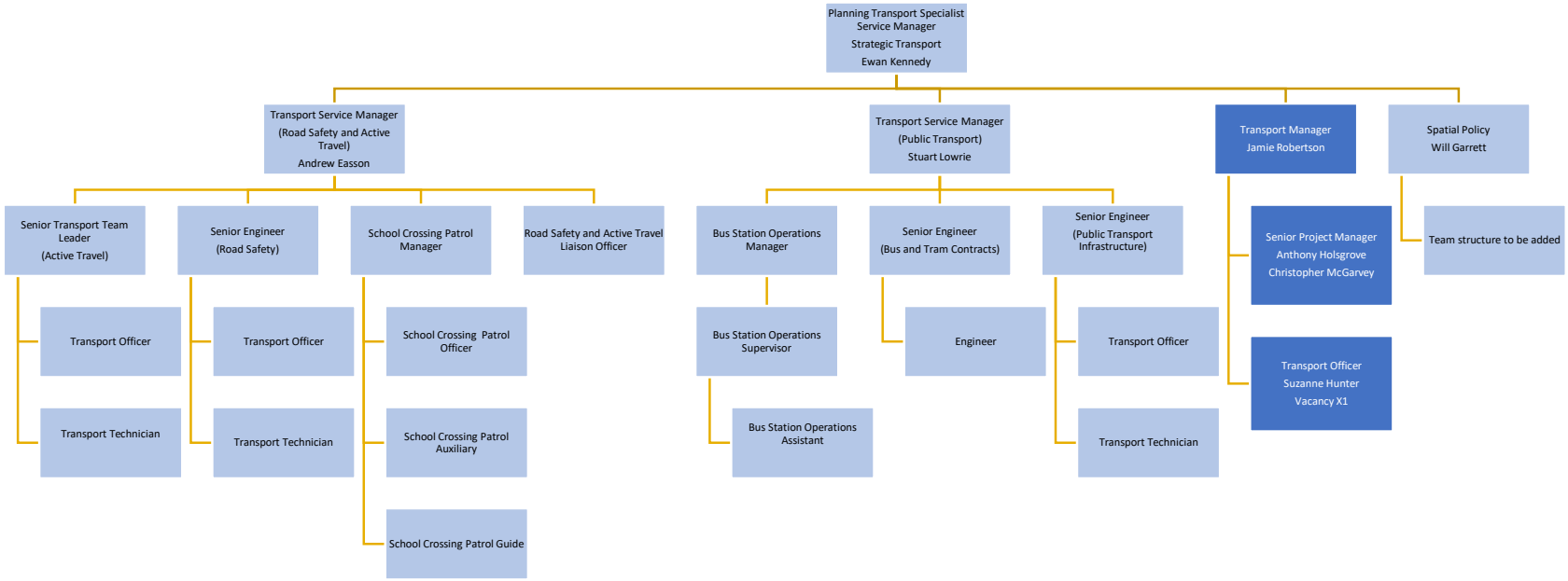
Network
Intelligent Traffic Systems



APPENDIX 2

Transport Structure
Strategic Transport



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APPENDIX 3

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 *Street and Environmental Enforcement* *Electric Vehicle Charging* *Spaces for People*	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	*Road Safety and Active Travel* *Public Transport* *Spatial Policy* 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.

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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	General parking enquiries: Parking@edinburgh.gov.uk VIP / FOI / Complaints: ParkingOperations.CustomerCare@edinburgh.gov.uk Operational / Enforcement enquiries: Parking.Contract@edinburgh.gov.uk CPZ Enquiries: ControlledParkingZone@edinburgh.gov.uk TRO/TTRO Enquiries: TrafficOrders@edinburgh.gov.uk Website: www.edinburgh.gov.uk/parking	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: • On-Street Enforcement • Car Pound • Bus Lane Camera Enforcement • Pay and Display services • Permit services • Lines & Signs services • Back Office services 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: • disabled parking places • access protection markings • requests for parking and loading controls. The **Traffic Regulation Team** have responsibility for managing the legal processes associated with Traffic Orders, including: • Traffic Regulation Order (TRO) Processing • Temporary Traffic Regulation Order (TTRO) Processing • Stopping Up Orders • Redetermination Orders • Speed Limit Orders

			• Experimental Orders
Intelligent Traffic Systems: Network Management and Maintenance	Robert Mansell robert.mansell@edinburgh.gov.uk 0131 469 3681 Mark Love mark.love@edinburgh.gov.uk 0131 469 3214	traffic.signals@edinburgh.gov.uk 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.**	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: • Traffic signal control timings • Network management • Edintravel • Traffic management advice where it affects the network • Major development transport related effects The **Traffic Signals Maintenance** Team is responsible for all maintenance of Edinburgh's permanent traffic signals (which are revenue funded). The main functions are: • 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	Stuart Harding stuart.harding@edinburgh.gov.uk	Roads.NRSWA@edinburgh.gov.uk	**The New Roads and Street Works Act (NRSWA) Team** is responsible for checking Public Utility (PU) compliance: • PU Performance Checks and Statutory Inspections, Defect Inspections / Third party Inspections / Agreement Meetings

	0131 529 3704	roadoccupationpermits@edinburgh.gov.uk	and Liaison Meetings (including local and area co-ordination meetings) • PU and CEC Live Site Inspections • Local / National Coring Programme. • Fixed Penalty Notice Enforcement (NRSWA) **The NRSWA Coordination Team** is responsible for: • 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
		roadoccupationpermits@edinburgh.gov.uk	**The Road Occupations and Permits Team** is responsible for supervision and control of the following permits citywide: • 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 • Providing performance information for Senior Management

		roads.events@edinburgh.gov.uk chris.spence@edinburgh.gov.uk	**The Events Team is r**esponsible for oversight and co-ordination of events on, or affecting, the road network by: • 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 The **Port Facilities Security Officer** is responsible for: • 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 • Liaise with the port authorities, Ship Security Officers, immigration officers, Borders Policing Intelligence Command, and all emergency services during all cruise calls

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Electric Vehicle Charging	Gavin Brown Mike Kelly	mike.kelly@edinburgh.gov.uk	**Electric Vehicle Charging for the Public** Gavin Brown and Mike Kelly lead on the delivery of the Electric Vehicle Charging Installation Programme.
Spaces for People	Gavin Brown Supported by a wider team from across transport and localities	spacesforpeople@edinburgh.gov.uk	The Spaces for People programme of temporary measures to support walking and cycling as the city emerges from Covid-19 restrictions.

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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: • 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	**Mailboxes:** Roads Operations Enquiries - roadsoperations@edinburgh.gov.uk Gritting - WinterWeather.Enquiries@edinburgh.gov.uk Drainage - roads.gullycleaning@edinburgh.gov.uk **Website Details:** https://www.edinburgh.gov.uk/roads-pavements https://www.edinburgh.gov.uk/gritting-grit-bins **Bankhead Roads Depot (Primary Depot)** 14 Bankhead Avenue EH11 4HD	**Roads Operations** are responsible for all revenue maintenance of Edinburgh's adopted Roads and Footpaths and primarily undertake the following functions: • 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 gullys (Road drains) and roads drainage systems • Maintain road markings and studs *(except disabled bays, access protection markings (APMs), single or double yellow (SYL / DYL) which are managed by the Parking Operations team.)* • Winter Maintenance (Gritting) of the prioritised network • Provide a 24/7 (OOH) emergency roads response - Police requests, Emergency Road Closures, Road Traffic Accidents, Flooding.

		0131 458 8010 **Blackford Roads Depot** Blackford Glen Road EH16 6TR 0131 664 3359 **Standby Phone - Out of Hours (OOH):** **0131 458 8065**	
Street Lighting and Traffic Signs	Alan Simpson alan.simpson@edinburgh.gov.uk T: 0131 458 8038	**Mailboxes:** Street Lighting Design – LightingDesign@edinburgh.gov.uk Street Lighting RCCs – RCCLighting@edinburgh.gov.uk Street Lighting Operations – StreetLighting@edinburgh.gov.uk Energy Efficient Street Lighting Programme – EESLP@edinburgh.gov.uk Traffic Signs – TrafficSigns@edinburgh.gov.uk **Websites:** Street Lighting Faults – https://www.edinburgh.gov.uk/streetlightproblem	The **Street Lighting and Traffic Signs** function is responsible for: • 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.

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		EESLP - https://www.edinburgh.gov.uk/roads-pavements/modernising-street-lighting	
Structures & Flood Prevention	Stephen Knox stephen.knox@edinburgh.gov.uk 0131 529 3587	**Mailboxes:** Structures – Bridges.Structures@edinburgh.gov.uk Flood Prevention – Flood.Prevention@edinburgh.gov.uk **Out of Hours emergency flood contact - 0131 200 2000**	The **Structures** team is responsible for: • 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. The **Flood Prevention** team manages flood risk by • 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.
Transport Design & Contracts	David Wilson david.wilson@edinburgh.gov.uk T: 0131 469 3912	**Mailboxes:** Transport transport.designservice@edinburgh.gov.uk RCC's rcc@edinburgh.gov.uk **Websites:** Edinburgh Street Design Guidance	The **Transport Design & Contracts** team are responsible for: • 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. • 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.

		https://www.edinburgh.gov.uk/local-development-plan-guidance/edinburgh-design-guidance/1 RCC's http://www.edinburgh.gov.uk/info/20089/roads_and_pavements/976/building_new_roads	

The Strategic Transport team are responsible for:

Road Safety & Active Travel	Andrew Easson andrew.easson@edinburgh.gov.uk 0131 469 3643	**Mailboxes:** Road Safety transport.roadsafety@edinburgh.gov.uk Active Travel activetravel@edinburgh.gov.uk	The **Road Safety** team is responsible for: Producing and implementing the Road Safety Plan for Edinburgh to 2020 in partnership with the Council's Streets Ahead road safety partners: • 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 The **Active Travel** team is responsible for: Producing and implementing the Council's Active Travel Action Plan: • 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
Spatial Policy	Will Garret will.garrett@edinburgh.gov.uk 0131 469 3626	spatial.policy@edinburgh.gov.uk	Spatial Policy is responsible for: • 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)
Strategic Transport Planning & Projects Development	Jamie Robertson jamie.robertson@edinburgh.gov.uk 0131 469 3654	Mailbox: transport.planning@edinburgh.gov.uk	Strategic Transport Planning is s responsible for the development and delivery of strategic transport planning. Current Projects and Programmes include: • 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 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: • 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
Public Transport	Stuart Lowrie stuart.lowrie@edinburgh.gov.uk 0131 469 3622	Mailboxes: Tram management and maintenance trams@edinburgh.gov.uk Public Transport transport.publictransaccess@edinburgh.gov.uk	The Public Transport team is responsible for: • 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.

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The Transport Team are supported by a Business Support service:

Business Support for Transport	Margaret Thayne margaret.thayne@edinburgh.gov.uk 0131 469 3687	Transport.VIP@edinburgh.gov.uk Transport.Typing@edinburgh.gov.uk	Business Support team: • 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. Business Support team: • 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.

APPENDIX 3

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: streetenforcement@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.

APPENDIX 4

Network and Enforcement Improvement Plan

	Action Point	Action	Target Date	Completed Date	Forecast Date	Led by	Comments	Dependencies	Status
Organisational Structure									
1	Develop Service Team Plan and individual team plans for all functions within service.	Clearly define remit of each team, detailing priorities with full SWOT analysis, SMART objectives and individual improvement plans.	Q1 2021		Q1 2021	Network Management and Enforcement Manager/Individual team managers	This will deliver properly realised vision for service ensuring that all stakeholders are aware of team priorities and commitments.		**Open**
2	Develop business case for Traffic Management team and appropriate administrative support.	Clearly define need for dedicated Traffic Management team to deal with network management issues previously allocated to the Locality teams. Look to further realign resources within the Customer Services and Business Support teams to support this function and consolidate customer care function, to ensure consistency of delivery and management.	Q2 2021		Q2 2021	Network Management and Enforcement Manager	This will ensure that all enquiries are correctly dealt with and that all customer care issues are dealt with consistently.	The second phase of the Roads Improvement Plan, budgetary constraints and outcomes of negotiations with Customer and Digital Services.	**Open**

3	European Regional Development Fund (ERDF) Intelligent Infrastructure Delivery	Ensure ERDF and Council funding is used to deliver a class leading Intelligent Traffic Systems (ITS) suite	Q2 2022		Q2 2022	ERDF Project Manager	The ERDF Project Manager shall ensure successful delivery of the following:- • Urban Traffic Management and Control (UTMC) Common Database • Variable Messaging Signs upgrades • Smart sensors • Traffic counters • New Scoot junctions • Replacement Mesh system The successful delivery of a class leading ITS suite will place Edinburgh at the forefront of data driven network management providing the necessary information for us to react to incidents, dynamically change signal times and strategise the movement of all users of the network as well as enforce restrictions efficiently and effectively. This improvement will be a key factor in delivery of Action 8 of the Roads Improvement Plan.	Procurement support.	**Open**
4	Update Parking Action Plan (PAP).	Review outstanding actions from current PAP and develop a new PAP in alignment with the new City Mobility Plan (CMP).	Q3 2021		Q3 2021	Parking and Traffic Regulation Manager	An updated PAP would provide the opportunity for the service to strategically and holistically review parking enforcement in the City. Every aspect of the current delivery model will be considered in the context of the CMP and could allow for innovative approaches to controlled parking zone extensions, permit management and potential moves towards an entirely cashless service amongst other things. This approach will deliver improvements for all customers and stakeholders.	Approval of CMP by January Transport and Environment Committee. Committee approval may be required for a new PAP.	**Open**

5	Street and Environmental Enforcement.	Implement an Intelligence based enforcement approach.	Q2 2021		Q2 2021	Street and Environmental Enforcement Manager	Streamlining the remit of the team, removing the public health and community safety elements of the role, allows focus on enforcement initiatives and patrols. Enforcement will be led by intelligence collated from Civica, APP and Confirm ensuring consistency in the areas where instances of environmental crime offences are being recorded. Data will also be collated and managed through COGNOS allowing access to all cases reported through council systems relevant to the service. COGNOS can be adapted for each service and individual dashboards are created to capture the required information providing for better customer service and reporting.	ICT functionality.	**Open**
6	Sale and Display of Goods.	Develop a robust enforcement process for the Sale and Display of Goods on the pavement.	Q4 2021		Q4 2021	Street and Environmental Enforcement Manager	Implementation of a more robust enforcement policy would support the Council's wider objective of improving the pedestrian experience throughout the city as many displayed items can cause hazards and obstructions for pedestrians and disabled residents. Options could include a full ban on displayed goods which would be in line with our A Board Policy or alternatively a permit scheme could be implemented, similar to Tables and Chairs, which would provide an income source. A report will be submitted to Committee in April 2021 with recommendations for consideration.	Approval for proposals by April Transport and Environment Committee.	**Open**
7	Review of Traffic signals with High Intensity (HI) Optics.	Develop list of affected sites to allow allocation of appropriate budget for replacement. Begin negotiations with Siemens to ensure best value for LED optic upgrade.	Q2 2021		Q2 2021	ITS Maintenance Senior Engineer	Production of HI optics will cease in 2023 as part of an European Union directive. All traffic signal installations maintained by the Council which currently operate with HI optics will require as a minimum signal optics upgraded to LED type optics. This would ensure the guaranteed maintenance of all the city's traffic signals as well as reducing the carbon footprint associated with the signals.	Identification of appropriate funding.	**Open**

8	Traffic Signal upgrades.	Identification of sites which can be upgraded using reclaimed equipment from tram works and recent upgrades.	Q1 2021		Q1 2021	ITS Maintenance Senior Engineer	This will save reusable equipment from going to scrap and reduces costs to upgrade signals infrastructure and ongoing operation costs due to reduction of energy consumption by changing to LED optics.		**Open**
9	ITS combined Operations Guide.	Improve performance of both ITS Maintenance and Networks teams	Q1 2021		Q1 2021	ITS Maintenance Senior Engineer	The production of a combined operations guide would allow for a uniform approach to tasks and improve efficiency across both teams. This would also allow for knowledge sharing, robust succession planning and a strategic, holistic approach to ITS.		**Open**
10	Prepare business case for moving to paperless app based inspection methodology for roadworks and network coordination.	Compile evidence for Scottish Roadworks Commissioner's (SRWC) office demonstrating the need to adapt currently available app to allow coordinated approach to inspections. In tandem continue to work with GIS team to develop web based map system for coordination of works and event on the network. This system will display all relevant assets on the network, real time data and information	Q2 2021		Q2 2021	Citywide Networks Manager	Moving to a paperless system will create a robust, auditable methodology for inspections and network coordination. This will free up valuable support resource and create an efficient service contributing to carbon reductions through the elimination of paper and printing. The system will allow for intelligence led deployment which will also lead to less journey time for inspectors and a resultant contribution to carbon reductions. The development of a web based map system will allow for better coordination of works and events on the network. Data driven and containing real time information from multiple sources delivering less conflict and potentially lead to dynamic and cooperative sharing of information between all network users.	SRWC agreement with business case.	**Open**

		from the SRWC's Aurora system.					The delivery of these improvements will contribute to the achievement of Action 8 of the Roads Improvement Plan as well as ensure better performance in reporting to the SRWC.		
11	Electric Vehicle (EV) On Street Charger Project	This project will introduce 66 chargers, 132 charging bays, located at 13 sites across the city.	Q1 2022		Q1 2022	Project Manger	Delivering EV charging infrastructure is vital to encouraging drivers to choose environmentally friendly modes of transport contributing to the Council's ambitious target to deliver a carbon neutral Capital by 2030.	Procurement of contractors and Scottish Power Energy Networks capacity to deliver.	**Open**