

Transport and Environment Committee

10.00am, Thursday, 9 August 2018

Roads Services Improvement Plan

Item number	8.3
Report number	
Executive/routine	Executive
Wards	All Wards
Council Commitments	16 , 19

Executive Summary

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

Roads Services Improvement Plan

1. Recommendations

- 1.1 It is recommended that Committee notes the progress made with implementing the action in the Improvement Plan to date.

2. Background

- 2.1 The Roads Services Improvement Plan was approved on [10 August 2017](#) and sets out 36 actions that are required to help move forward the service to deliver a high-quality road network, to ensure road users can freely travel around our network and to protect the overall appearance of the city.

3. Main report

- 3.1 The Roads Services Improvement Plan contains a summary of actions and forecasted timescales for implementation and the expected impact that action will deliver and is attached in Appendix 1.
- 3.2 The following information provides a summary of progress to date on each section within the improvement plan.

Organisational Structure

- 3.3 Extensive work is ongoing to realign the structure to create a single service to manage and maintain all elements of the road asset maintenance and renewal cycle. Initial staff engagement has been undertaken to develop the new service arrangements that have informed the structure required to support this service.

Customer Services

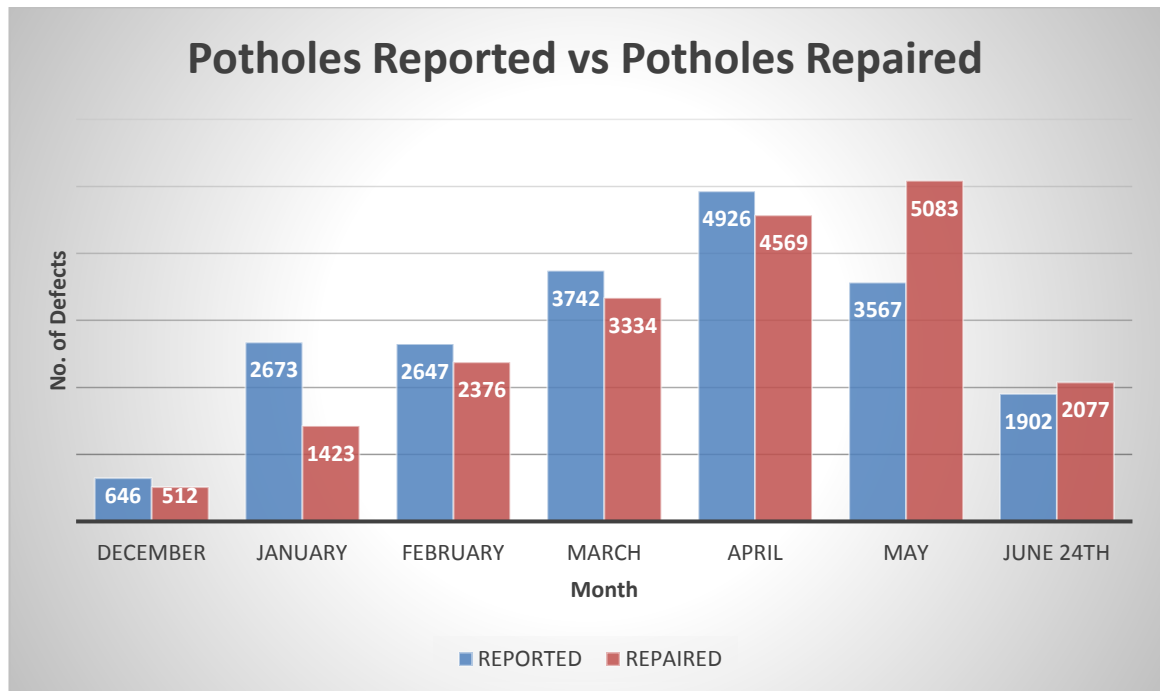
- 3.4 Improvements continue to be identified however, once the new structure is in place more extensive work will be undertaken with Customer Services and Information Technology to ensure the appropriate level of business support is in place to support the new structure.
- 3.5 Web based 'self-help' and information pages are planned to provide useful and clear information.

Road Safety Inspections

- 3.6 Once the review is complete, the new structure proposes to transfer the responsibility for safety inspections and defect inspections to a roads maintenance function.
- 3.7 The Roads Asset Management Plan (RAMP) and performance will include responsibility for Safety Inspections, Public Liability Claims, Capital Prioritisation, Freedom of Information requests (FOIs) and performance updates on all road maintenance activities.

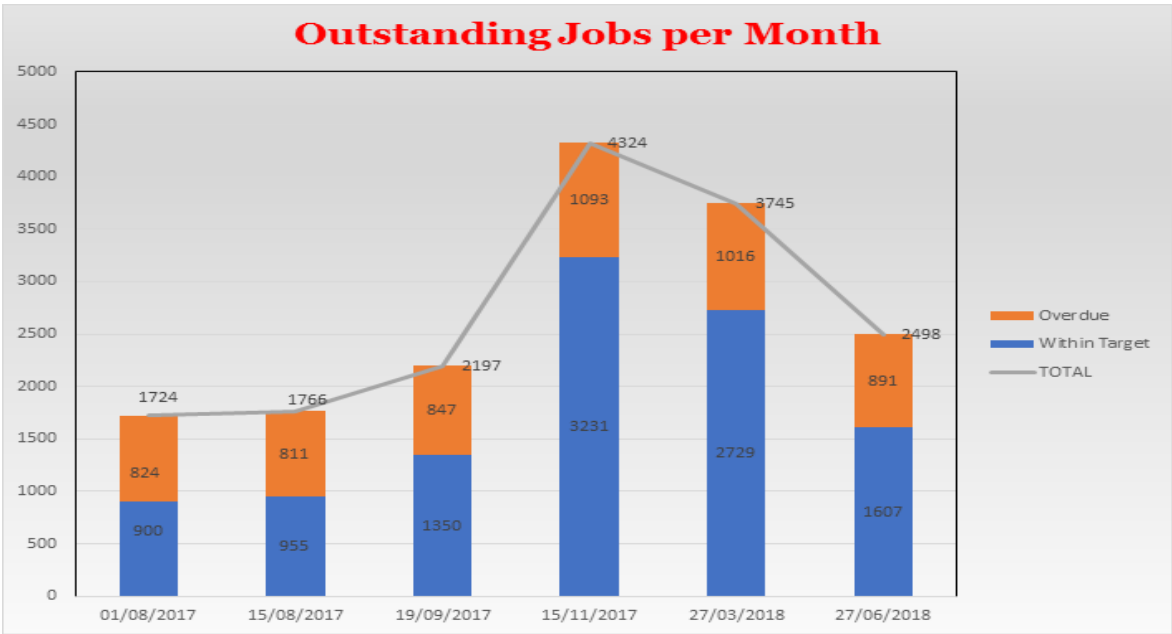
Defect Repairs

- 3.8 The graph below shows an increase in the number of defects reported between January and April 2018, as would be expected during the winter months. The ability for Road Services to repair these defects was affected by the high numbers reported and as a result of the same cohort of staff dealing with winter maintenance. In May and June 2018, the figures show a reverse of this trend whereby Roads Services were able to provide a sufficient staff resource to reduce the backlog following the end of winter and the winter maintenance period.



- 3.9 The figures reported above relate to Category 1, 2 and 3 defects. In previous reports the figures shown related to Category 1 and 2 only (emergency repairs). In December 2017 the Confirm system was amended to include performance information on Category 3 defects (non-emergency repairs).
- 3.10 In a number of cases, Category 3 defects require to be 'made safe' prior to a permanent repair being carried out. Likewise, a number of Category 3 defects will receive an immediate permanent repair.
- 3.11 With the final category of repair, Category 4 (non-emergency repairs), potential defects are logged on the system and monitored. In this category a repair will only be progressed if the defect deteriorates. If there is no deterioration, the defect will remain on the list. There is currently no performance monitoring of Category 4 defects.
- 3.12 A contract has been awarded to undertake permanent revenue funded repairs from July 2018 as Edinburgh Road Services does not currently have the capacity to undertake this work. This contract will capture current Category 3 and Category 4 permanent repairs in the selected locations and pick up repairs that have not yet been identified/logged by the Council's inspection resource.

- 3.13 Following the proposed realignment roads operations activity could be incorporated with the wider roads maintenance function and will become responsible for adopted roads and footway maintenance enquiries, gully enquiries, gritting and grit bin enquiries, road marking renewals and street furniture enquiries.
- 3.14 Significant asset management benefits are anticipated from grouping key services together. The aim is to improve the condition of the road network while extending the useable life and reducing the whole life cost of our road assets. This will reinforce the focus towards planned preventative maintenance, rather than allowing failures and then reactively repairing them.
- 3.15 The following graph shows improvements in the number of Street Lighting defects. This information reflects the normal annual trend for street lighting faults. The number of faults drops throughout the spring and summer months. The number of faults will then start to increase again from August as the darker nights come in and residents become more aware of dark lights.



3.16 The rollout of a Central Management System (CMS) within the Council’s Energy Efficient Street Lighting Programme will change this historical trend. The CMS will provide the Council with full autonomous control of Edinburgh’s street lights and the replacement programme will provide lanterns with a much longer life span. The CMS will provide an alert when individual lights are faulty and potential reasons for the fault. As the programme is rolled out, and the number of the new lanterns increases, the number of faults will reduce and the repair service will shift from a reactive to a proactive repair and will result in a dramatic reduction in customer notified faults.

Workforce Management

- 3.17 A major development in terms of workforce management has been the review of current working patterns in Edinburgh Road Services. The Road Services Manager is working closely with trade unions and staff to review the benefits of different working patterns, both in terms of operational benefits and personal staff benefit.
- 3.18 Edinburgh Road Services recently interviewed for six Skilled Roadworkers and six have been offered full-time permanent positions. Previous recruitment drives have had limited success so it is hoped that we have greater success on this occasion. This increase in the workforce will help to support the objectives in the Improvement Plan which have been a challenge with the current staff numbers.
- 3.19 Action Point 22 in the Improvement Plan shows progress with our commitment to an Apprenticeship programme. A further commitment to the Apprentice programme will be realised through a condition of the Energy Efficient Street Lighting Programme that requires the successful contractor to recruit apprentices under the Community Benefits Scheme.

Fleet and Depots

- 3.20 The Council's Fleet Services are taking forward the key vehicle repairs for ERS (road maintenance, gritting, street lighting, gully cleaning and road lining vehicles)
- 3.21 The closure of Barnton Roads depot is currently underway. Refurbishment is being undertaken at Bankhead depot to accommodate these additional staff and improve facilities. The expected completion date for this transfer of staff in September 2018.
- 3.22 As Barnton depot is located in a quarry the options for the site are limited however, it is proposed to retain the site as a potential income generator through rental to private/small businesses. A tenant has already been secured to occupy part of the site from January 2019 with preparatory work starting in September 2018. A fuller development plan is being considered by the Estate Optimisation Team.

Improved Business Processes and Asset Management

- 3.23 The development of the Confirm Asset Management system continues in terms of street lighting, road and pavement defects and management of grit bins. This development includes a robust reporting system that will support performance monitoring within the new structure.
- 3.24 The realigned inspection process, supported by better information from the Confirm system, will help to identify where investment is needed and will contribute to our aim of ensuring that our roads and structures are safe and well maintained.

Capital Delivery and Contract Management

- 3.25 Through the proposed structural changes, Capital design and delivery and the Street Lighting Energy Efficiency Project will be brought under the Roads Maintenance function. This will provide a closer working relationship with Roads Operations and a stronger link with the RAMP.
- 3.26 The Street Lighting Energy Efficiency Project has been awarded and work will commence in October 2018 to replace 54,000 lanterns. The project will be rolled out on a ward by ward basis with an anticipated completion date in March 2021. An information campaign will run throughout the programme of works with a targeted approach ward by ward and will include letter drops, lamp post signs and wraps and social media. There will also be information on the Council's website at <http://www.edinburgh.gov.uk/streetlighting>.
- 3.27 Officers from Transport and Commercial and Procurement Services have engaged in a period of research and analysis on the forward plan for the management and maintenance of Edinburgh's road network and a contract model for the future provision of the service.
- 3.28 Research initially focussed on a single supplier model but has expanded to look at other delivery models utilised by different local authorities. The potential risks associated with following a Prime Contractor route was highlighted in January 2018 when Carillion PCL went into administration.
- 3.29 A questionnaire was sent to seven councils who utilise different contractor models, with the objective of understanding best practice within the Public Sector, and to gain insight into how other councils across the UK manage the repair, maintenance and replacement of their road and transport networks. The survey asked councils about their delivery models, internal and external services.
- 3.30 Following analysis of the survey results three organisations were selected to visit. The last meeting took place on 4 July 2018. The results of these surveys and visits are currently being analysed, however, a summary of our findings so far is as follows:
- 3.30.1 Councils use a mix of internal and external services;
 - 3.30.2 Internal services are a commercial entity providing competitive rates for their services which are continually benchmarked against market rates;
 - 3.30.3 Advanced work programming (five years), allowing for adequate resources and early contractor engagement; and
 - 3.30.4 Greater efficiencies through economies of scale.
- 3.31 Investigations have indicated that the lack of adequate "in-house" design resources coupled with a difficulty of attracting and retaining experienced engineering design staff are the biggest constraints to the effective delivery of schemes. Also, efficiencies could be delivered through our current framework contract model.

- 3.32 Efficiencies could be delivered by packaging similar works together and awarding a number of projects to one supplier, advance programming, reducing tendering and design resource and allowing early contractor involvement.
- 3.33 In order to achieve this a programme of works complete designs must be available in advance. Current resource levels within Transport mean an external design resource will need to be utilised.
- 3.34 There are various procurement options to deliver this but to begin with the Scotland Excel Engineering and Technical Consultancy Framework will be used. Although at an embryonic stage of development, in the medium to long term, the setting up of the Council's own Term Consultancy Service contract/framework for design and contract management services to augment the "in-house" resource could well be the most appropriate way forward. Obviously, this contract/framework would require to be managed by the "in-house" team.
- 3.35 The next stage of work will focus on a pilot delivery scheme where works are packaged together for design and construction. This pilot scheme will monitor:
- 3.35.1 Effectiveness of external designers;
 - 3.35.2 How a design support framework should be procured long term; and
 - 3.35.3 The impact of packaging works on service delivery and our supply base.

4. Measures of success

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

5. Financial impact

- 5.1 It is expected that the action within the Roads Services Improvement Plan can be met from existing resources. However, if further investment is required, this will be quantified and presented to the appropriate committee in due course.
- 5.2 The current three year rolling plan for Capital works would need to be reviewed if the prime contractor model was adopted as this would require the Council to commit to a specific amount of Capital investment over the period of the contract. Approval for this will be sought at the appropriate time.

- 5.3 The energy efficient lighting project will provide a sustained reduction in electricity consumption, energy costs and costs related to Carbon Reduction Commitment fees. The financial benefits of the rollout of this type of lighting was reported to this committee on 27 October 2015. Approval for the business case and the prudential borrowing was approved by Full Council on 19 November 2015.

6. Risk, policy, compliance and governance impact

- 6.1 The Council has a duty to manage and maintain roads as prescribed in the Roads (Scotland) Act 1984. Failure to fulfil these duties effectively could result in legal action being taken against the Council.
- 6.2 There are significant reputational risks if the road network in the city does not begin to improve.
- 6.3 Due to the current structural arrangements and staff vacancies for Inspectors in the Locality teams, it has not been possible to maintain the appropriate level of safety inspections. As a result, the Council has seen a rise in the number of successful Public Liability Claims. The proposed changes to centralise the inspection resource will address this risk.
- 6.4 The specification of the contract documentation for a prime contractor, and the contract management arrangements, will need to be well planned and robust enough to ensure that the aims of the contract are delivered and value for money is achieved. However, this is also true of existing arrangements for all framework contracts.

7. Equalities impact

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

8. Sustainability impact

- 8.1 A permanent first-time fix approach will reduce works vehicle travel, reduce disruption to road, pavement users and the community, reduce the use of new material and reduce the amount of waste material that is disposed of.
- 8.2 Renewal of our road maintenance fleet will provide more efficient engines and reduce emissions.
- 8.3 The introduction of Thermal Mapping based weather forecasting will result in a reduction in the use of salt and vehicle emissions. This is dependent upon the severity of the winter weather conditions on a year to year basis.

- 8.4 The new street lighting lanterns will last for up to 20 years compared to the existing lifespan of two to four years. These lamps use less energy and will contribute to the Council's commitment to reduce carbon emissions and meet its environmental targets.
- 8.5 Moderns lanterns are manufactured in accordance with the Waste Electrical and Electronic Equipment (WEEE) Regulations taking account of all required environmental regulations and can be recycled in accordance with these regulations.

9. Consultation and engagement

- 9.1 As part of the wider improvement plan, trade unions colleagues and employee representatives have, and will continue, to be engaged to ensure everyone's views are taken in to account.
- 9.2 Consultation with staff and trade unions in Edinburgh Road Services was undertaken throughout the review of working patterns.
- 9.3 Edinburgh Road Services staff are being consulted on the depot rationalisation programme.
- 9.4 Consultation and engagement has taken place between Corporate Finance, Fleet and Workshops, Transport Infrastructure, Transport Networks, Localities and Edinburgh Road Services in preparation of this plan.

10. Background reading/external references

- 10.1 [Roads Contract Management - Follow Up](#) at Governance Risk and Best Value Committee on 9 March 2017. This report was referred to [Transport and Environment Committee](#) on 21 March 2017.
- 10.2 [Roads Service Improvement Plan](#) at Governance Risk and Best Value Committee on 20 April 2017.
- 10.3 [Street Lighting - Rollout of Light Emitting Diode Lighting Across the City](#) at Transport and Environment Committee on 27 October 2015.
- 10.4 [Street Lighting - Rollout of Light Emitting Diode Lighting Across the City - referral from Transport and Environment Committee](#) at City of Edinburgh Council committee on 19 November 2015.
- 10.5 [Winter Weather Review at Transport and Environment Committee on 17 May 2018](#)

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11. Appendices

Appendix 1 – Roads Services Improvement Plan (to follow)

Appendix 1 - Roads Services Improvement Plan

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
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	Sep-18	Head of Place Management	Structural realignment currently underway	Open
2	ERS Operating Model	Re-align the ERS service to respond to visible defects on the road network	Dec-17	Sep-18	ERS Commercial Team	Structural realignment currently underway	Open
3	ERS Budget Structure	Move the ERS budget from being a trading account to a general fund revenue account	Apr-18	ongoing	Corporate Finance and Commercial Team	Budget structure will be influenced by structural realignment. Links to Action Point 28.	Open
4	Network Management	Create a single service to coordinate all activity on the road network (permits, TTROs, diversions etc)	Mar-18	Sep-18	Head of Place Management	Structural realignment currently underway	Open
5	Locality Teams	Ensure sufficient resource remains in our Locality Teams to allow them to deliver road enhancements in consultation with Elected Members and local communities	Mar-18	Sep-18	Head of Place Management	This is being accommodated in the overall structure realignment.	Open
Customer Service							
6	Enquiry Owners	Review all enquiry types and designate responsible officers/teams for each type of enquiry	Oct-17	Sep-18	ICT Systems Roads Services Business Support	This will be influenced by the structural realignment. Linked Action Point 7 and 8.	Open

Forecasted							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
7	Customer Enquiries	Work with Customer Service colleagues to improve enquiry handling/resolution	Oct-17	Sep-18	Customer Services Roads Services Business Support	Progress linked to Action Point 6. Will be influenced by the structural realignment	Open
8	Enquiry Tracking	Investigate the potential to create a control room operation involving staff from the service, Customer Services and Business Support to ensure appropriate action on issues	Dec-17	Sep-18	Customer Services Roads Services Business Support	Progress is linked to Action Points 6 and 7. Will be influenced by structural realignment	Open
Road Safety Inspections							
9	Roads Inspector Team	Re-align the Roads Inspector function to work alongside the Roads Asset Management Plan	Nov-17	Mar-18	Head of Place Management	Required staffing resource has been assessed. Structural changes being implemented as part of the realignment process	Open
10	Inspection Recording	Improve the process for recording inspections and defects	Dec-17	n/a - achieved	RAMP Manager/Process Analyst	Confirm has been amended to support this improvement.	Achieved
11	Training	Deliver refresher training for all Roads Inspectors	Oct-17	Mar-18	RAMP Manager	Links to Action Point 10. Inspector training on Confirm is complete. Training relating to defect classification is complete.	Achieved
12	Inspection Compliance	Focus on carriageway and footway inspections to ensure they are kept up to date	Oct-17	Mar-19	RAMP Manager	Links to Action Point 11. A new dedicated inspection team will be put in place following implementation of the new structure and a series of new inspectoin routes is being developed. A mechanism for monitoring performance has been developed and will be used going forward. A key objective is to improve inspection compliance and reduce the costs associated with Public Liability claims for the period up to March 2019.	Open

Forecasted						Status	
Action Point	Action	Target Date	Date	Lead Team	Comments		
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	Mar-18	Commercial Manager	The inputs in to this process will be affected by the structural realignment. Benefits will be realised through closer links with inspection resource being line managed by the same senior manager. Confirm continues to be developed to support the defect repair process and performance. Provision and maintenance of vehicles, plant and equipment is being progressed with Fleet Services to support this objective. Following review of Hot Box trial, it was decided not to progress with a depot based hot box facility. Improvements will be secured through provision of larger vehicles.	Open
14	Follow Up Repairs Road Defects	Develop a process to follow up with permanent repairs when temporary repairs are required in the first instance	Sep-17	Mar-18	Edinburgh Road Services (ERS)	Processes developed within Confirm to support scheduling of Category 3 and 4 defects and provide performance information. Staffing resource may be a challenge. Progress is linked to Action Point 13.	Achieved
15	Programming and Scheduling of Road Defects	Schedule defect repairs in the most efficient manner and provide key health and safety documentation to squads	Oct-17	Mar-18	BSS Manager/ERS Manager	Scheduling of work via Confirm continues to improve and key H&S documentation, including PU drawings, are provided by admin support staff.	Achieved
16	Guardrail Repair and Replacement	Allocate resources to repair the large number of defective guardrails across the city	Dec-17	Sep-18	Head of Place Management	The allocation of resources will be considered further following the structural realignment to ensure the 'best fit'. This may require the transfer of staff from Workshops and links with Action Point 2. Reporting of guardrail defects is included in current Web developments.	Open

Forecasted							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
17	Setted Street Repairs	Ensure adequate internal capability to properly repair defects on setted streets.	Mar-18	Mar-19	RAMP Manager/Commercial Manager	Council Engineers and Designers are receiving training in setted streets. Training will be completed by December 2018. ERS currently do not have the capacity or staff expertise to deliver this in-house. Work packages will need to be issued until Council operational staff have the capacity/expertise.	Open
18	Street Lighting Defect Repairs	Reduce the number of outstanding street lighting defects	Mar-18	Ongoing	Contract and Logisitcs Manager/Business Support	The number of outstanding defects continues to reduce in line with annual trend. Developments with Confirm and data cleansing of the system continues to support the defect repair process. Resources being identified to undertake Night Time Find and Fix to support reduction in outstanding defects. Progress is linked to Action Point 23.	Open
Workforce Management							
19	Nightshift	Evaluate effectiveness of the nightshift service and consider improvements	Aug-17	n/a - achieved	Commercial Manager / Contracts & Logistics Managers	Review of Civils Nightshift operations has been completed. Findings show that the Civils Nightshift team provides a valuable service and offers flexibility for service delivery. Further analysis of Street Lighting Nightshift and the Stand-by system is ongoing.	Achieved with additional activities underway
20	Increased Investment in resources	Invest in training and engagement for all staff, in addition to providing equipment and leadership to support people in their role.	Sep-17	n/a - achieved	OD & Learning/ERS Manager	Training matrix established. Critical training gaps addressed, electronic training records developed. Long term training programme developed with OD&L. Plant and equipment reviewed and implemented. Bi-monthly meetings held with staff and union representatives in each depot.	Achieved with additional activities underway

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
21	Working Patterns	Review current working patterns to ensure the service delivery is aligned to demand	Oct-17	Aug-18	ERS Manager	Business options developed. Work is ongoing with staff and Trade Unions to establish working patterns.	Open
22	Apprenticeships	Rollout a full apprenticeship programme within Roads Services to develop young people in our workforce and ensure that we have the right skill sets in the future	Apr-18	ongoing	OD & Learning	2 x Apprentices secured for ERS in 2018. Street Lighting training will be included in Apprentice Electrician posts in Housing Propoerty Services. Apprentices will be recruited under the Community Benefits Scheme within the Street Lighting Energy Efficient Programme.	Achieved
23	Service Contract for Street Lighting Repairs	Develop a Service Contract with appropriate suppliers to provide skilled street lighting operatives.	Apr-18	ongoing	ERS Manager	It has not been possible to secure staff via the Quick Quote process or Service Contract. Advice is being sought from Procurement on the best way forward, however availability of labour is scarce.	Open
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	Mar-18	Commercial Manager/ Fleet Manager	Review of vehicle maintenance has identified the benefits that a dedicated programme of servicing would bring to Bankhead Depot's operations. Design for fleet maintenance facilities is being progressed.	Achieved
25	Depot Review	Review the requirement for three depots for roads and develop a rationalisation/improvement strategy	Dec-17	Dec-18	ERS Manager/ Asset Strategy Manager	Management review is underway with findings anticipated in December 2018. Closure of Barnton Depot is progressing. Building work at Bankhead Depot to accommodate this move is underway. Expected move/completion date Setember 2018. A review of the depot provision in the South East of the city is underway. Further analysis of resources at Blackford Roads Depot will be considered as part of this Improvement Plan and the wider Depot Rationalisation Project.	Open

Forecasted							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
26	Salt Storage	Ensure that adequate arrangements are in place to provide core and contingency salt stocks to support our winter maintenance activity	Sep-17	n/a - achieved	Commercial Manager/Asset Strategy Manager	Sufficient salt stocks are arranged for next winter. Contingency stocks will either be located in Leith with the supplier or CEC Breahead Depot. Discussions are progressing with the supplier. If Blackford Depot continues as an operational roads depot, funding will be required replace the salt shed.	Achieved with additional activities underway
Improved Business Processes							
27	Confirm Training	Extend training to staff and ensure Confirm is fully utilised	Oct-17	Mar-18	Confirm Board	Following completion of Confirm Health Check, improvements have been made to the system. Training has been delivered to Locality and ERS staff by Confirm Superusers. Support will continue as required to embed the changes.	Achieved
28	Schedule of Rates (SORs)	Develop a suite of schedule of rates for the newly established Road Service operations	Dec-17	Sep-18	Commercial Manager	Work is ongoing with discussion between Place Management and Finance on the best operating model for the service. Development of SORs will depend on the outcome of these discussions. Links to Action Point 3	Open
29	Winter Weather Treatment	Review the winter maintenance operation and ensure that the service achieves value for money	Aug-17	n/a - achieved	ERS Manager/Locality Managers	Thermal Mapping is complete. New routes are being developed	Achieved with additional activities underway
Improved Asset Management							
30	Asset responsibility	Create a joint RAMP and Roads Inspection function	Dec-17	Sep-18	Head of Place Management	A list of assets and the teams responsible for their maintenance has been developed and is maintained by the RAMP Manager. Progress is linked to the structural realignment.	Open

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
31	Inspection and RAMP data	Develop a system to integrate road inspection data with RAMP data to inform optimal investment in our road asset	Mar-18	ongoing	RAMP Manager	Enquiry and Confirm data is being used to support RCI information.	Open
32	Street Lighting Central Management System (CMS)	Include the provision of CMS in the energy efficient lighting contract	Sep-18	n/a - achieved	Street Lighting & Traffic Signals Manager	Links to Action Point 36. The benefits of the CMS will be realised following the installation of the new lanterns. Retro-fit of 9,000 CMS nodes to existing energy efficient lanterns commenced in June 2018.	Achieved
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	Jun-18	Infrastructure Manager	Market testing complete. Links to Action Point 34.	Achieved
34	Contract Management	Benchmark other Councils with prime contractors to determine the optimal contract management structure and roles	Feb-18	Jun-18	Infrastructure Manager/Commercial and Procurement	Benchmarking complete. Links to Action Point 33.	Achieved
35	Contract Management	Following market testing and benchmarking, if appropriate, seek Committee approval, develop a contract specification, advertise and procure a prime contract before implementation	Apr-19	ongoing	Infrastructure Manager/Commercial and Procurement	Work is ongoing. Next steps will be to focus on a pilot delivery scheme with works packaged together for design and construction. Progress is linked to Action Points 33 & 34.	Open
36	Street Lighting Project	Convert existing Street Lighting to energy efficient lanterns	Dec-20	May-21	Street Lighting & Traffic Signals Manager	Works will commence October 2018 on a Ward by Ward basis	Open