

Transport and Environment Committee

10.00am, Thursday, 6 December 2018

Roads Services Improvement Plan

Item number	7.2
Report number	
Executive/routine	
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 the Council and the actions that are being taken 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 actions in the Improvement Plan.

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. The Plan is attached in Appendix 1.
- 3.2 Approximately 50% of the actions have now been achieved. A further six actions (1, 4, 5, 9, 21 and 30) will be closed on implementation of the new organisational structure detailed below.
- 3.3 The following information provides a summary of progress to date on each section within the improvement plan.
Organisational Structure
- 3.4 Significant progress has been made to realign the structure to create a single service which will manage and maintain all elements of the road asset maintenance and renewal cycle.
- 3.5 Initial staff engagement has been carried out, and Evaluation Panel incorporating managers from all elements of the Roads and Transport functions (including Locality Teams) has been established, an activity matrix showing all activities carried out has been prepared (see Appendix 2) and an initial draft of the proposed structure has been drafted.

3.6 The following table shows a brief outline of the Activity Matrix and the resulting high-level structure.

Place Management		Locality	Place Development
Network Management	Road Maintenance	Locality Teams	Strategic Transport
Parking Road Occupation Intelligent Traffic Systems	Asset & Performance Flooding & Structures Street Lighting & Signs Road Operations Contract Design & Delivery	Locality Improvement Plans and projects Place Standard/Local Space Plan	Public Transport Active Travel & Road Safety City Centre Transformation Project Major Strategic Projects Development Management

3.7 There are 331 colleagues affected by this structural change to the new service. School Crossing Patrol staff are not included in the scope of this review.

3.8 This change will be managed through a 45-day consultation period in line with Council policy.

3.9 Arrangements for the 45-day consultation period are underway. It is hoped that staff will be in place and the new structure effective from March 2019.

3.10 The time taken to develop the new structure has been extended to take account of the number of suggestions and ideas from staff within the service. It is felt that this delay has been worthwhile to ensure that the new structure is properly designed, and the responsibilities of each team are clear.

Customer Services

3.11 As well as realigning staff within the core services, levels of business support will be reviewed to ensure support is directed to the areas of greatest need. The main shift will be customer contact moving from the Localities to the Roads Operations team to create a 'one-stop shop' where customer enquiries for faults can be resolved more efficiently and with fewer stages in the process.

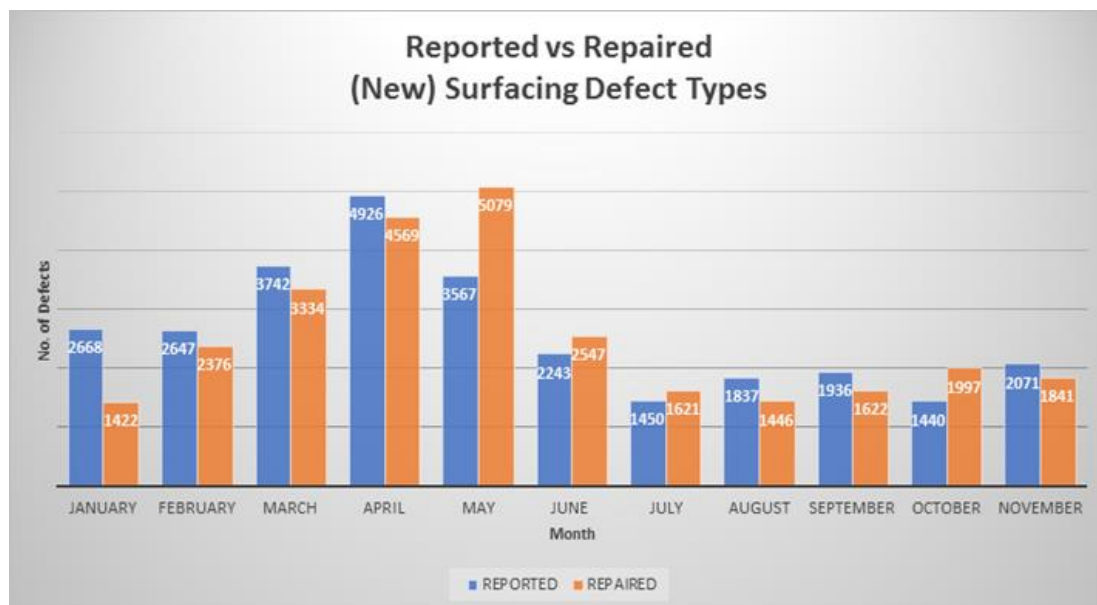
3.12 As part of the Council's Customer Digital Engagement (CDE) programme, work has also commenced to re-design the online reporting forms and their equivalents in the new Customer Relationship Management (CRM) system. Using best practice examples from other local authorities as a template, it is felt that this re-design will make customer transactions simpler and will also allow for real-time status updates to be given to citizens when they report issues to us.

Road Safety Inspections

- 3.13 The new service will transfer the responsibility for safety and defect inspections from Localities to the Roads Maintenance function, providing a more streamlined method of inspections, identifying and repairing defects.
- 3.14 The Transport Asset Management Plan (TAMP) will also develop and implement new performance indicators to monitor the effectiveness of safety inspections and defect rectifications. These will augment the existing national indicators

Road Defect Repairs

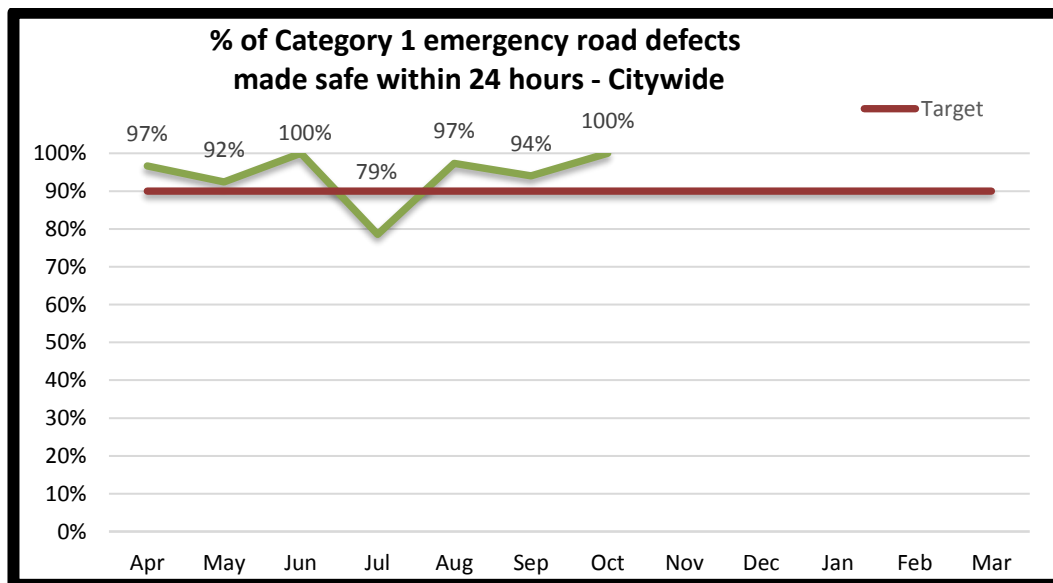
- 3.15 As part of the 2018/19 budget, funding was allocated for road and streetlighting repairs. Using this funding, a contract was awarded to undertake permanent revenue funded repairs from July 2018. This package of work used external contractors to augment the in-house resource. These arrangements provide a resource in each of the four locality areas and has provided significant progress with the outstanding defect repairs. Phase 1- South West, Phase 2 - North West, Phase 3 - South East and Phase 4 - North East. By the end of 2018/19, over 14,000m2 of permanent patching is anticipated to have taken place on the city's road network through this approach.
- 3.16 The graph below shows the performance of reported defects against defects repaired from the period January to November 2018 for new surfacing defect types which cover Categories 1 and 2 (emergency repairs) and Category 3 (programmed repairs). The number of defects is, as expected, higher over the winter months.



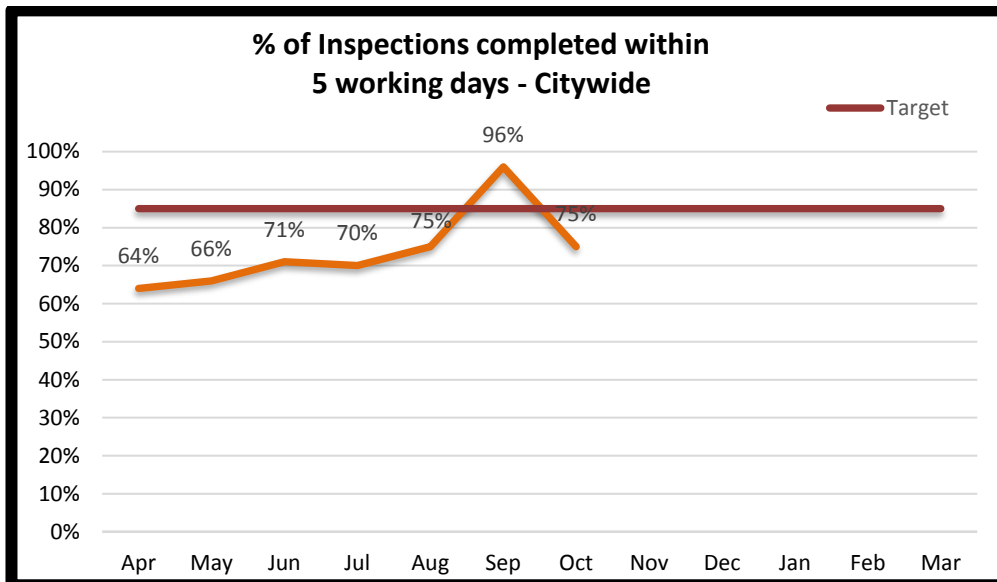
- 3.17 This staff group also provide winter operations, meaning that there is an impact on performance between January and April – as can be seen from the graph above.
- 3.18 The increase in the number of defects reported in March and April was as a result of the bad weather brought by the 'Beast from the East'. The first effects were in the first week of March and the second in the first week of April.
- 3.19 The introduction of Domain Gritting as part of the Winter Weather Improvement Plan will contribute positively on our defect repair performance. When there are

periods of mild weather throughout the winter, providing periods when city-wide treatment is not required, this will reduce the number of operatives being transferred from defect repairs to gritting duties.

- 3.20 The changes introduced as part of this improvement plan will also ensure a more pro-active approach to defect repairs.
- 3.21 Recent performance has shown good progress in the timescales being taken to repair category 1, 2 and 3 defects. Due to concerns regarding our performance in repairing category 1 defects in timescale, officers have benchmarked our own methodology for calculating repair times and found that the Council have been overly stringent in comparison to other Scottish authorities.
- 3.22 Previously, timescales for rectification of a category 1 defect had been calculated from the time of the enquiry being raised until the time the repair was completed. This made the target for repair (24 hours) impossible to achieve. Other authorities calculate their performance from the time that the inspection of the enquiry takes place until the time that the job is completed. This is due to the fact that it is not possible to know the category of the defect (if any) until such time as an inspector has visited the site in question.
- 3.23 Using this methodology, the current performance for repairing category 1 defects is shown below:



- 3.24 Alongside this repair indicator, a performance indicator has also been developed to monitor responses in inspecting enquiries passed to us from members of the public. This has also been benchmarked against other authorities and allows for an inspection of an enquiry to take place within five days from the time of reporting. Performance against this indicator is shown below:



- 3.25 The structural realignment, included in this plan, is also expected to provide an improvement in our performance for road defects as the inspectors, currently based in the Locality teams and responsible for identifying defects, will transfer to Road Maintenance. This change will bring together all the staff involved in defects under the same service, through from identification of defect to repair.

Street Lighting

- 3.26 The Energy Efficient Street Lighting Project (EESLP) has been referenced in previous reports. As part of this project, there are two key improvements. Firstly, the changing of all lanterns to energy efficient lanterns. Secondly, the rollout of a Central Management System (CMS).
- 3.27 The CMS has been connected to over 4,000 lights so far and is beginning to produce high quality data that will allow us to improve our maintenance approach.
- 3.28 Work commenced on the 12 November in Ward 7 to rollout the installation of the energy efficient lantern replacements.
- 3.29 Survey work is complete in Wards 2, 8 and 9, 8 and 9 and has commenced in Ward 1.

Workforce Management

- 3.30 The review of current working patterns in Edinburgh Road Services was placed on hold during the realignment project. The findings of the review will be reconsidered once the realignment process is complete and if the operational benefits are achievable, then a change to the working patterns will be introduced from April 2019. Thorough engagement and consultation with staff and Trade Unions will take place as part of this review.

Fleet and Depots

- 3.31 Following the review of Winter Weather Treatment via the Thermal Mapping project, three gritting domains have been developed for Winter 2018/19. Information on this project was provided in the Winter Maintenance Readiness report to this committee on [4 October 2018](#).

- 3.32 Using these domains, gritting routes have been optimised for Priority 1 Road Routes allowing winter weather forecasts to identify individual routes that could receive freezing conditions. Using this information Duty Managers can make decisions on which routes to treat instead of a 'one out – all out' approach to treat the city.
- 3.33 Winter operations will operate out of Bankhead and Blackford depots and a strategic salt supply of 8,000 tonnes has been established at Braehead Depot.
- 3.34 In consultation with Fleet Services, hire arrangements have been utilised to provide twelve new vehicles for winter treatment.
- 3.35 Fleet Services have cover arrangements in place to provide mechanical and fitter support 24/7 during winter operations and the new vehicles should reduce the pressure on the Fleet maintenance services.
- 3.36 The closure of Barnton Roads depot is now complete. Refurbishment works have been carried out at Bankhead Roads depot to accommodate staff from Barnton and to improve the welfare facilities there. This has allowed staff to relocate to Bankhead depot prior to the start of winter operations.
- 3.37 The workstyle refurbishment has provided additional space at Bankhead to support the staff realignment project. This will allow people who will transfer to the Roads Operations team to work more closely together and improve communication and performance. A date has not yet been identified to move staff to Bankhead Depot but as the infrastructure is now in place this move will be easily facilitated.

Improved Business Processes and Asset Management

- 3.38 The realigned inspection process, supported by better information from the Confirm system, will help to identify where investment is needed.
- 3.39 The development of the Confirm Asset Management System will continue in terms of street lighting, road and pavement defects and management of grit bins (both filling and replacement of bins).
- 3.40 Discussion have taken place with ICT and CGI to facilitate some managed services from Pitney Bowes (the supplier of the Confirm system) to improve the use of the system for Bridges and Structures, asset condition monitoring and tree maintenance. This will further enhance the level of data that we hold and improve the amount of collaboration between departments.

Capital Delivery and Contract Management

- 3.41 Through the realignment project, Capital Design and Delivery will be brought under the Roads Maintenance function. This will provide a closer working relationship with Roads Operations and a stronger link with the TAMP.
- 3.42 The Capital Design and Delivery function is key in designing, procuring and managing all re-surfacing and road improvement projects. The team have traditionally struggled to deliver all projects planned for each financial year, due to the lack of internal capacity caused mainly by staff vacancies. Over many years of recruitment drives, the vacancy rate in this team has consistently been high.

- 3.43 Whilst the team contains a high calibre of engineering resource, there is a need to augment this resource with external design capacity from engineering companies. This will allow the team to increase design output and procure more work. In order to obtain this additional support, a procurement exercise for a term design contractor has recently commenced.
- 3.44 Alongside this, the internal resource has made better use of the Council's existing Transport Infrastructure Framework to procure contracts for resurfacing and strengthening. This has already started to deliver increased output, with 314,000m² of resurfacing and strengthening scheduled to take place in 2018/19, versus 189,000m² in 2017/18.
- 3.45 As outlined in the TAMP report (also on today's agenda) the most recent Edinburgh's Road Condition Index (RCI) has improved from 42.3% in 2005/6 to 36.4% in 2017/19.

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 actions within the Roads Services Improvement Plan will be met from existing resources.
- 5.2 The energy efficient lighting project will provide 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 of 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 action being taken against the Council.

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 energy efficient 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 Modern lanterns are manufactured in accordance with the Waste Electrical and Electronic Equipment (WEEE) Regulations taking account of all required environmental regulations and can be recycled in accordance with these regulations.

9. Consultation and engagement

- 9.1 As part of the wider improvement plan, trade union colleagues and employee representatives have, and will continue, to be engaged to ensure everyone's views are taken in to account.
- 9.2 Consultation and engagement has taken place between Corporate Finance, Fleet and Workshops, Transport Infrastructure, Transport Networks, Localities and Edinburgh Road Services in the preparation of this plan and the Transport Realignment.

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 Roads Services Improvement Plan at Transport and Environment Committee on 9 August 2018.

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11. Appendices

- Appendix 1 Roads Services Improvement Plan
- Appendix 2 Activity Matrix

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	Mar-19	Head of Place Management	Implementation delayed due to extensive staff engagement and structure design	Open
2	ERS Operating Model	Re-align the ERS service to respond to visible defects on the road network	Dec-17	n/a - achieved	Edinburgh Road Services (ERS)	Improved focus on defect repairs and flexible use of resource now in place	Achieved
3	ERS Budget Structure	Move the ERS budget from being a trading account to a general fund revenue account	Apr-18	Apr-19	Corporate Finance and Commercial Team	Aiming to have this in place for the start of the 2019/20 financial year	Open
4	Network Management	Create a single service to coordinate all activity on the road network (permits, TTROs, diversions etc)	Mar-18	Mar-19	Head of Place Management	Structural realignment currently underway. Links to Action Point 1.	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	Apr-19	Head of Place Management	Structural realignment currently underway. Links to Action Point 1.	Open
Customer Service							
6	Enquiry Owners	Review all enquiry types and designate responsible officers/teams for each type of enquiry	Oct-17	Apr-19	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	Date	Lead Team	Comments		
7	Customer Enquiries	Work with Customer Service colleagues to improve enquiry handling/resolution	Oct-17	Apr-19	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	Apr-19	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-19	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 inspection 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

							Status
Action Point	Action		Target Date	Forecasted 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-19	Commercial Manager	Good progress has been made but this action can not be fully completed until the structural realignment takes place. The co-location of repair teams and inspectors in one service is required to properly achieve this important action. Trial of a 'hot box' to save on non-productive journeys to collect materials has been undertaken and is being evaluated.	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	n/a - achieved	Edinburgh Road Services (ERS)	Processes developed within Confirm to support scheduling of Category 3 and 4 defects and provide performance information. Contract has been awarded to undertake permanent repairs. 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	n/a - achieved	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

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
16	Guardrail Repair and Replacement	Allocate resources to repair the large number of defective guardrails across the city	Dec-17	Feb-19	Head of Place Management	The allocation of resources will be considered further following the structural realignment to ensure the 'best fit'. Reporting of guardrail defects is included in current Web developments.	Open
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 Logistics 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. Street Lighting is being transferred back from Infrastructure to Roads Operations in the structural realignment Roll-out of EESLP and the CMS will begin to have an incremental positive impact on the number of defect repairs. Progress is linked to Action Point 23.	Open

							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
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.	Achieved
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
21	Working Patterns	Review current working patterns to ensure the service delivery is aligned to demand	Oct-17	Apr-19	ERS Manager	Business options developed. Review has been placed on hold pending completion of the structural realignment.	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 Property 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 continues to be scarce.	Open

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
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	n/a - achieved	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	n/a - achieved	ERS Manager/ Asset Strategy Manager	Barnton Depot has now been closed and staff relocated to a new improved Bankhead Depot. This is already identifying greater opportunities for improvement and sharing of resources. Investigations into the potential for a new South East Depot (to accommodate Blackford depot resource) are continuing as part of the Depots Review.	Achieved
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 be located in Braehead Depot after being moved out of Tower Street.	Achieved

							Status
Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments		
Improved Business Processes							
27	Confirm Training	Extend training to staff and ensure Confirm is fully utilised	Oct-17	n/a - achieved	Confirm Board	The Confirm system is now being used routinely by frontline resource and Roads Inspectors after a rollout of re-familiarisation training.	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 developed.	Achieved
Improved Asset Management							
30	Asset responsibility	Create a joint RAMP and Roads Inspection function	Dec-17	n/a - achieved	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. Staff being transferred from Localities as part of the structural realignment.	Achieved
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. A vehicle-mounted system is being trialled which will undertake detailed capturing of road defect and deterioration data and allow for deeper analysis using GIS software.	Open

Forecasted							Status
Action Point	Action	Target Date	Date	Lead Team	Comments		
32	Street Lighting Central Management System (CMS)	Include the provision of CMS in the energy efficient lighting contract	Sep-18	n/a - achieved	Street Lighting & Traffic Signals Manager	This has been procured and is now in implementation. C.5000 nodes already installed.	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	n/a - achieved	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	n/a - achieved	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	Apr-19	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 commenced November 2018 on a Ward by Ward basis.	Open

Place Management								Place	Place Development				
Network Manager			Road Maintenance Manager					Localities	Strategic Transport Manager				
1 Parking	2 Road Occupations	3 Intelligent Traffic Systems	4 Asset & Performance	5 Flooding and Structures	6 Street Lighting & Signage	7 Road Operations	8 Contract, Design & Delivery	9 Locality Transport	A Public Transport	B Active Travel & Road Safety	C City Centre Transformation Project	D Strategic input in to major projects	E Development Management
Managing the enforcement of parking restrictions, CPZ and other parking aspects	Co-ordination and planning of all works on the adopted network	New Traffic signals - delivery	Safety Inspections (mobile and walked) and associated work Includes inspection of the adopted network used by pedestrians, cyclists and horse riders.	Inspection, maintenance & funding for Council adopted bridges and structures	Temporary signage requests	Maintenance of the "hard civils" element of the adopted road network (defects, permanent repairs, vehicle restraint systems, bollards, fencing, guardrails, ironwork, gully frames). Maintenance of the "soft" elements e.g. road verges will sit with Park and Greenspace.	Design and delivery of Transport Capital schemes (excludes Street Lighting)	Locality Improvement Plans - Manage the delivery of appropriate LIP, Place and Transport actions or projects	Bus Trackers - Inspection and Maintenance	Provision of Speed Surveys	TBC	TBC	RCC - Approval, Supervision and Inspection (excludes Street Lighting and Structures)
Parking issues, concerns and assessments	Management of Symology for the co-ordination of all roadworks	Operation and maintenance of Rising Bollards	Accident claims (Inspections and provision of information)	Inspection and maintenance of adopted boundary and retaining walls	All illuminated and non-illuminated road signs (apart from signs relating to the Parking section and parking restrictions). The Bridges Team inspects and maintains low headroom signs on bridges. Vehicle Actuated Signs and Part-Time 20mph are managed by Road Safety.	Identification, installation and maintenance of Capital funded dropped kerbs (*note that other parties will feed in to this e.g. Active Travel)	Framework Management - Term Service Consultancy Contract, Transport Infrastructure Framework and Traffic Management Contract	Manage consultation, stakeholder engagement, design and delivery of local public realm or other Locality prioritised environmental projects (HRA & GF partnership working)	Bus Shelters - Inspection and maintenance. (includes Bus Stops and Bus Stop renewals)	Road Safety issues - Core will lead the planning, development, design of active travel schemes and road safety interventions in accordance with the Active Travel Plan and Road Safety Plan. On a project by project basis within the design framework of the Street Design Guidance, any other relevant guidance project teams will be established with appropriate membership as required. Work activities will be allocated to enable effective project delivery.			RCC & Adoption enquiries (excludes Street Lighting and Structures)

1 Parking	2 Road Occupations	3 Intelligent Traffic Systems	4 Asset & Performance	5 Flooding and Structures	6 Street Lighting & Signage	7 Road Operations	8 Contract, Design & Delivery	9 Locality Transport	A Public Transport	B Active Travel & Road Safety	C City Centre Transformation Project	D Strategic input in to major projects	E Development Management
Disabled Bays	Road Occupation Permits - S58, S85 and other Road Occupation permits. Section 56 and 109 not related to development.	Traffic signals and associated work	Gather data from service teams to compile and submit APSE returns	Statutory Noticing of privately owned boundary and retaining walls	Street Lighting Maintenance and repairs	Delivery of Surface Enhancements (*note that other parties will feed in to this)		Identifying funding streams both internal and external - S75, Sustrans, grants etc.	Bus - Provision and maintenance of all bus stop infrastructure. Provide advice and direction to bus operators to facilitate services and associated registrations	Assessment for the provision of Pedestrian Islands (excludes installation)			Determination of and management of Road Bonds
Access Protection Markings (APMs)	Administration of Street Traders Licences / Table & Chairs including licensing advice and enquiries	Overhead Vehicle Detection Apparatus	Performance Monitoring	Flood Defences - Inspection, maintenance and operation of Council owned flood defences including walls, bunds, flood gates	Zebra Crossings - Inspection and maintenance of belisha beacons and poles.	Renewal of Bus Stop surfaces		Facilitate and lead in early engagement with the Planning Authority and key stakeholders to deliver well designed and sustainable development or regeneration. Influence the scope, programme and delivery of Section 75 development gain infrastructure	Tram - Management of all tram maintenance contracts and monitor tram operator performance	Speed reduction requests			S75 and S76
Parking Ticket Machines (TIMs)	Events - Management, planning and co-ordination of all events (includes all associated TTROs)	VMS Traffic Information Signs	Identification of the need for tree cutting, foliage & verge cutting which is encroaching on to the adopted network	Coastal Defences - Inspection of all Coastal structures and maintenance of Council owned sections	Processing Developer Sign applications, checking and removing	Maintenance of adopted roads and walkways on completion of flood defence schemes with "soft" landscape elements being the responsibility of Parks & Greenspace		Engagement & Consultation with all stakeholders and groups to ensure that LIP and strategic plans are realised. Act as an ambassador with Councillors, Community Groups and Resident Associations to ensure that Locality priorities are outcome driven and tracked	Park & Ride sites - responsible for CCTV Cameras, Cycle Racks, Lockers, Security Fencing, and VMS Signs	Management of requests for Cycling facilities			S56 and S109 permits relevant to development

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Bus Lane Cameras	Inspection of Public Utility works as a statutory function to ensure compliance with NRSWA Legislation, Specifications and Codes of Practice. Arranging /chairing Local RAUC and Liaison meetings to discuss specific issues relating to Utilities.	Management of SCOOT/ Control Room	Maintaining and updating the Public Roads Register	Reservoirs - Inspection, maintenance and operation of Council owned reservoirs	Design and Delivery of Street Lighting Capital Schemes.	<p>Park & Ride sites - maintenance of roads and pavements, barriers/railings (to be assessed for Capital Investment first then included in the work being covered by the maintenance of the adopted road network) (Facilities Management is responsible for inspecting and maintaining building. Parks, Greenspace& Cemeteries inspect and maintain all landscaping. Cleansing is responsible for litter clearance)</p> <p>Network Public Transport are responsible for CCTV Cameras, Cycling Racks, Lockers, Security Fencing, and VMS Signs.</p>		Lead and participate in engagement and consultation with all Council Services to ensure that priority locality projects are delivered and work in partnership with external agencies to secure additional funding	Management of Coach Parking issues	Road Safety and Active Travel Officers - Liaison Officers will assist with liaison between Core/Localities and communities			
Processing of all Traffic Regulations, Speed, Redetermination Experimental, Stopping-Up Orders and associated work	NRSWA performance, Committee report PU performance and Annual Roadworks Commissioner report	Traffic Information Office - Edin Travel (Management and provision of information)	Safety inspections of Park and Ride Sites (inspected as part of the road network)	Reservoirs - Administration and Enforcement Legislation	RCC approval, supervision and inspection in relation to Street Lighting	<p>Will react to known maintenance issues of all earthworks relating to the road network, including drainage and ground maintenance) and fund repairs. It will be necessary to check ownership of land to establish responsibility of adjacent landowners. This would be included in the work being covered by the maintenance of the road network</p>		Lead in the delivery of Place Standard/Local Place Plan assessments and support action planning with strategic partners to achieve positive outcomes	Management of Bus Station (excludes maintenance of buildings and which is FM issue)	Intrusive Traffic in Residential Areas - Core will assess road safety implications; speed profile and historic accident record and may consider mitigation measures to address evidenced road safety issues. Following above, if issue needs to be passed to other teams, Road safety will advise. Core will assess pedestrian crossing requests.			

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Inspection and maintenance of all signs and road markings relating to parking restrictions, bus lanes (enforceable and non-enforceable) e.g. parking bays, yellow lines, greenways, bus stops, clearway markings/APMs	Arrange/Chair Local RAUC and Liaison meetings to discuss specific issues relating to Utilities	ANPR Cameras and Traffic Counters	Capital Assessments and Capital Budget Monitoring	Watercourses - Inspection of all watercourses, assessment of flood risk and maintenance in line with legislation	RCC and adoption enquiries relating to Street Lighting	Maintenance of the adopted network used by pedestrians, cyclists and horse riders. The inspection function is the responsibility of RAMP Team		Manage delivery of LIP and Place Plan projects with specific delegated budget responsibility to deliver Locality regeneration projects/outcomes (Top sliced budgets not transport allocation)		Vehicle Activated Signs and Part-Time 20mph signs			
Processing of Taxi Card Applications	Review/approve community and event features erected on/from Street Lighting apparatus (e.g. gala bunting and banners etc)	Deal with street furniture enquiries relating to this service area	Road Markings - inspection function relating to all road markings, give way, stop lines, yellow box junctions and zig zags. (The Parking Team will inspect and maintain all markings associated with parking restrictions i.e. bays, yellow lines, greenways bus stop, clearway markings/APMs)	Flood and Emergency Resillience	Pop-Up Power Outlets	Road Markings - Inspection and maintenance of all road markings (i.e. lane markings, give way, stop lines, yellow box junctions and zig zags etc). The Parking Team inspects and maintains all markings associated with parking restrictions (i.e. bays, yellow lines, greenways, bus stops, clearway markings/APMs). The Inspection function is the responsibility of the RAMP team. (*Note - Roads Operations will deal with all Clearance enquiries)				Road Safety - Enquiries including Active Travel and School Crossing Patrols			
Management of City Car Club	City Wide Traffic Management - assessment/ approval of impact of roadworks			Flood Planning Consultation	New Street Lighting requests	Responsibility for recovering costs for damaged caused to the network by accidents lies with the asset holder who will initiate the recovery process and therefore will straddle a number of functions (this will be linked with BSS workstream for the administration element of the recovery)							

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	Port Facility Security Officer (PFSO)			Flood Risk Management - Strategic approach and compliance with legislation	Structural assessment of assets for attachments to columns	Winter Maintenance including gritting, provision, filling and maintenance of grit bins							
	Playing Out Events			Hawes and Longcraig Piers - Inspects and maintains		Management of water ingress / egress on or from the adopted road network							
				Technical approval of road bridges and structures		Drainage - including routine cleaning, camera surveys, repair, capacity and replacement of damaged gully systems							
				Management of abnormal loads		Maintenance of civils infrastructure for pedestrian crossings (Zebras, Pelicans, Puffins etc)							
				RCC and adoption enquiries relating to Structures									
				RCC approval, supervision and inspection in relation to Structures									
Budget Monitoring													
Inspection of "reactive" customer enquiries and complaints relating to roads maintenance													
Process and income dealing with damage to council property - Budget holders responsibility, where appropriate													
Street furniture enquiries realting to service area, where appropriate													
Approval of Temporary Traffic regulation Orders (TTROs and TTRNs). Implementation of TTROs and TTRNs will be managed by respective function													
Management of Roads (Scotland) Act issues and offences relating to servcie area, where appropriate													
Graffiti - Service teams will arrange for the removal of graffiti on their assets. They will need to liaise with Cleansing section for removal. TRAM are responsible for grafitti on their infrastructure.													