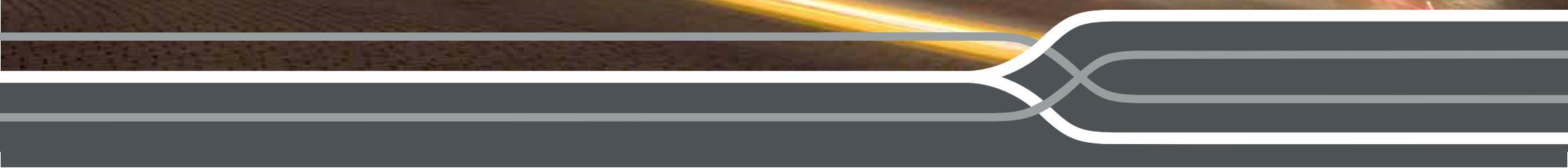




Transport for Edinburgh
one city... many journeys

Strategy for Delivery 2017-2021
January 2017



Foreword from City of Edinburgh Council Leader and Chief Executive

Edinburgh is the fastest growing city in the UK, with population growth of 1% per annum. By 2042, with some 750,000 residents, this increasing population will help generate prosperity but is also living longer. With this in mind we need to take a long-term view of the city. Our City Vision will be just that - a City Vision not a Council vision. The vision will be the output of a conversation with the whole city that will describe what the City of Edinburgh will look and feel like, for us all, in 2050.

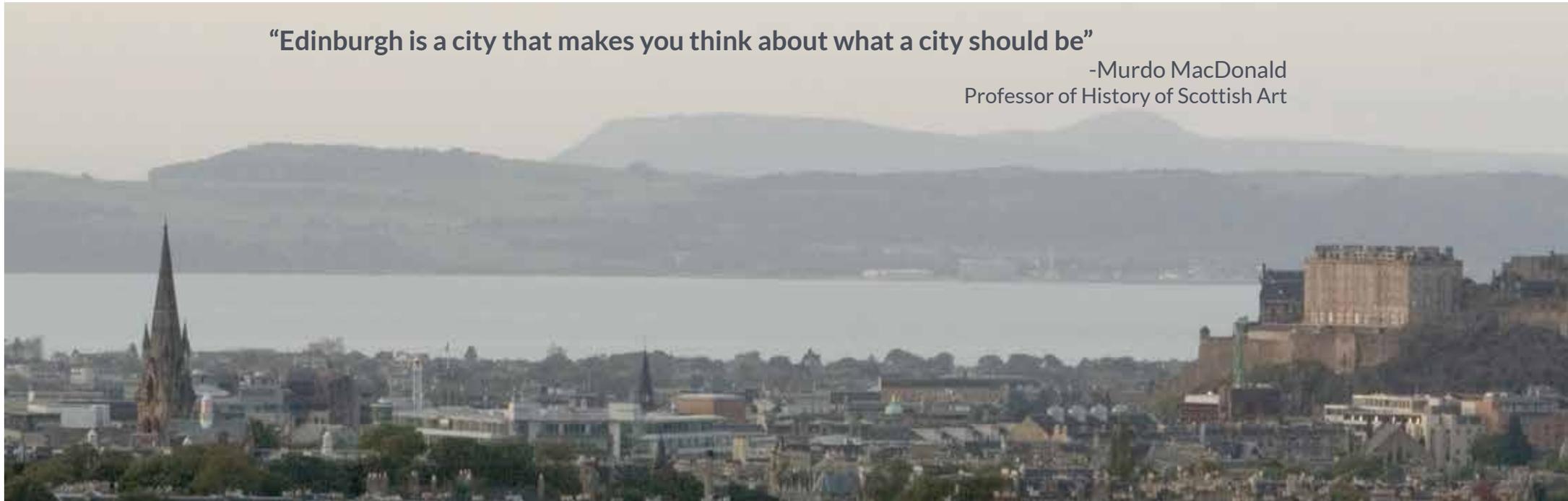
The developing City Vision and the Edinburgh and South East Scotland City Region Deal (City Deal) will inform the work of City of Edinburgh Council (CEC) and Transport for Edinburgh (TfE). Wherever the City Vision leads us, opportunities like the City Deal will also offer us the chance to make decisions which will shape investment for the coming decades, importantly including infrastructure and transport. The City Vision will be commensurate with our status as a world heritage site, capital city, major economy and the most visited city in the UK after London. Mindful that the defining geography, features and topography of Edinburgh will not change significantly in this timeframe.

The vision for the city will require a well developed, integrated transport network. There is, therefore, a compelling case for the development of this strategy to support our priorities; Improve Quality of Life, Ensure Economic Vitality and to Build Excellent Places. The City Vision and City Deal will inform future iterations of this strategy.

This strategy recognises the challenging landscape for transport in the Edinburgh City Region and beyond, with many stakeholders and actors. We believe that there is a need to coordinate, collaborate and lead the development of transport in Edinburgh. There is evidence from across the world that a well defined transport strategy, with stable governance, is conducive to better transport.

“Edinburgh is a city that makes you think about what a city should be”

-Murdo MacDonald
Professor of History of Scottish Art



Foreword from Transport for Edinburgh Board Chair and Chief Executive

We who live, work, study, visit and invest in Edinburgh, all seek continuous improvement in the mobility options open to us in the city and surrounding area. This challenge against the backdrop of population growth and a relatively fragile transport infrastructure, in a historic city, is substantial. Meeting aspirations for more active travel and sustainable transport with those of continued economic growth and prosperity, requires fine balancing across limited resources and infrastructure.

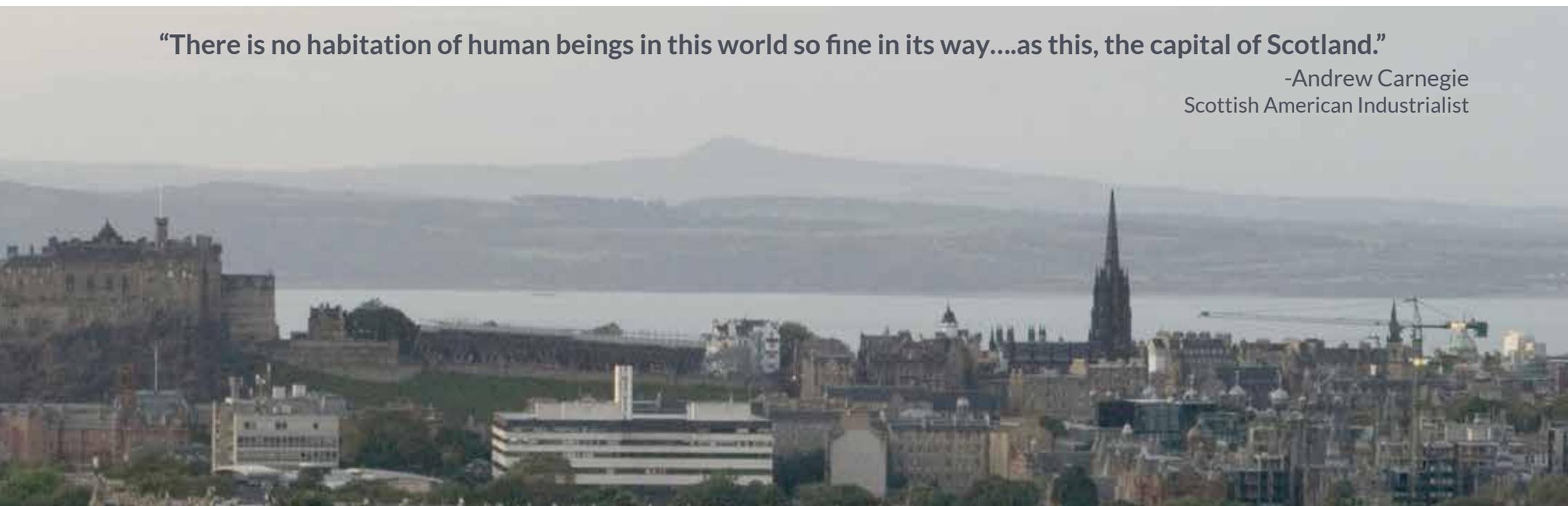
The reality is that increasing congestion and fragility and reduced public spending requires intensive collaboration and cooperation across agencies in order to improve mobility. This complex space is where TfE will make an impact over the next few years. The existing strategy for TfE runs to the end of 2016 and was designed to get TfE up and running. The next 5 year strategy is about delivery and developing The TfE Group*, translating a plethora of high level strategies and visions: The City Vision, The Transport Vision 2030 and the current Local Transport Strategy 2014 – 19 into projects and plans that meet high level objectives and contribute to keep the City Region moving faster

and more efficiently. There will be a need to continue to align with the revised UK and Scottish Government, Transport Scotland, SEStran and CEC strategy development processes. All of which are currently under review, with differing timeframes and deadlines.

Most cities develop an organisation such as TfE in an incremental way, or through the amalgamation of existing agencies. We will also take an incremental, stepped, approach to developing the broader role for TfE. While developing TfE we must be careful to preserve the excellent services delivered every day by the TfE Group bus and tram companies. We must learn from good practice in Edinburgh, the UK, globally and from past mistakes. Our consultation for this strategy consistently evidenced that there is a need for strong leadership, better integration between modes and true multi modal choice, all supported by bold policy. Edinburgh Trams and Lothian Buses are key components of the current integrated system, but this is an evolving ecosystem and TfE will focus on the outcome of improving mobility for all, in line with the wider City Vision and CEC policy, whilst being the very best parent company it can be.

“There is no habitation of human beings in this world so fine in its way....as this, the capital of Scotland.”

-Andrew Carnegie
Scottish American Industrialist



*Refer to Glossary for organisational chart showing structure including subsidiary companies.

Executive Summary

The Transport for Edinburgh (TfE) vision is to provide world class, integrated, environmentally-friendly and socially inclusive transport which plays a central role in the future prosperity of Edinburgh and the Lothians. This Strategy for Delivery will focus our efforts over the next five years to work towards our vision.

The key outcomes for us to achieve the TfE Vision are:

- Customer satisfaction.
- World class integration.
- A healthy and sustainable city.
- Socially inclusive services.
- An accessible city.
- Economic benefit for the city and region.

These outcomes are consistent with the wider City of Edinburgh Council (CEC) priorities and strategy. In addition, we will continue to ensure alignment with national and other key strategies through an annual review process.

In order to fulfil this ambition, TfE will become the primary integration agent for transport modes in the City Region. This will be achieved by focusing on the delivery of key tasks in line with an agreed Service Level Agreement with CEC and best practice guidance on the role of Arms Length External Organisations (ALEOs). The role for TfE is tied to enhancing the delivery of key activities that sit best outside of CEC, either due to their commercial nature or the operational flexibility required to deliver a high standard of service. TfE will work to continually improve the existing award winning services.

We have prioritised the opportunities in order to focus on achieving initial successes over the first years, then more complex projects over years 3-5. This will allow TfE to build organisational capabilities before taking on more challenging initiatives.

The case studies and opportunities cited in the delivery section and annex will be developed through business case approval by CEC. Key focus areas for the first two years are centred around:

- Continuing to integrate bus, tram and other modes.
- Enhancing the Edinburgh Trams service.
- As a champion, supporting Lothian Buses, Edinburgh Trams and other operators to deliver and develop their services.
- Establishing active travel infrastructure, such as cycle hire.
- Travel Demand Management.
- Integrated City Operations.
- Enhancing bus station operations.
- Clear and consistent marketing, communications and travel information, such as wayfinding and signage.
- Park-and-ride operations and increasing modal shift to public transport.

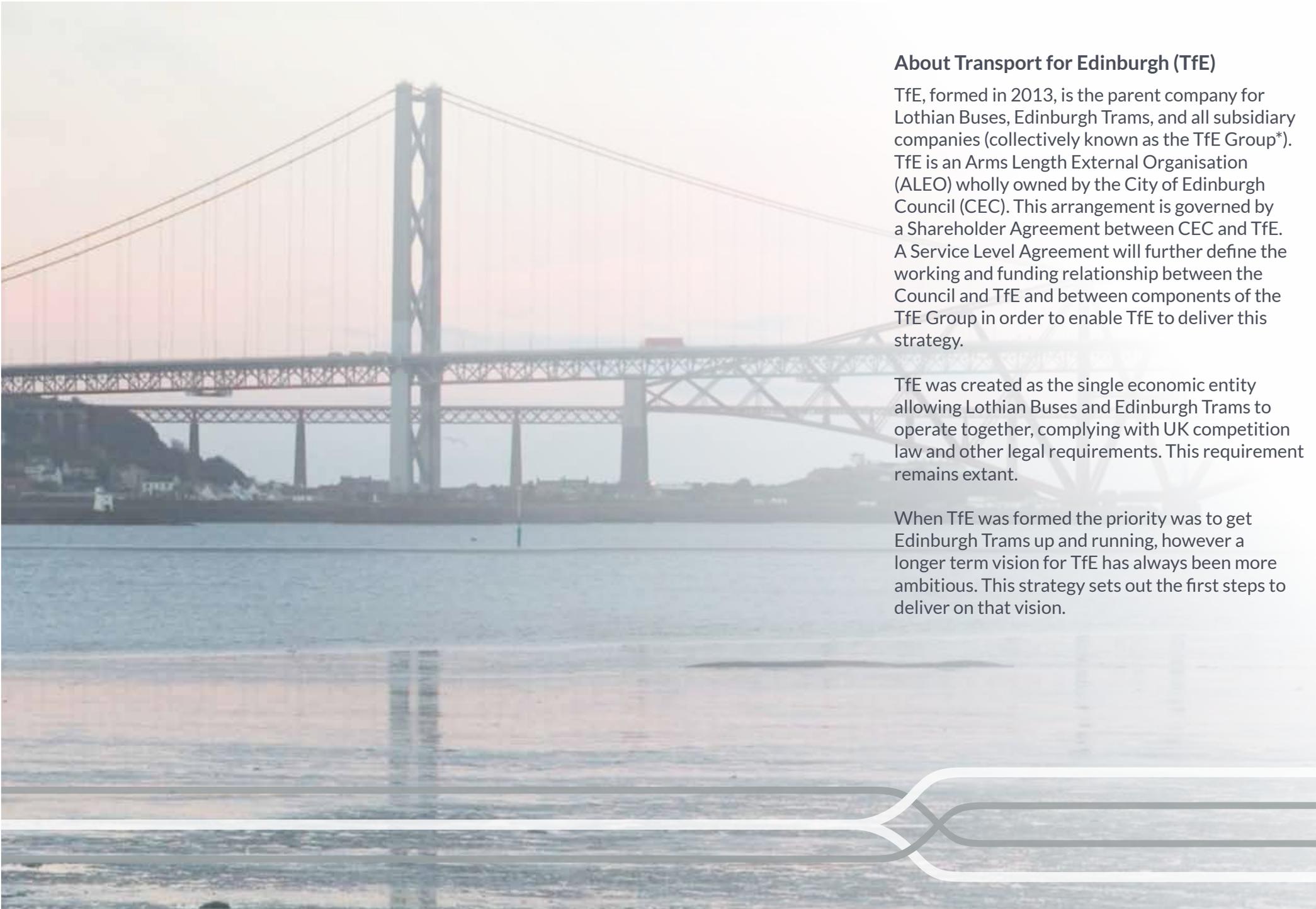
In addition, TfE will operate as a conduit across the TfE Group of companies for governance, strategic priorities, strategy development, commercial prioritisation and influencing wider policy development in order to develop a world class, integrated transport system.



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About Transport for Edinburgh (TfE)

TfE, formed in 2013, is the parent company for Lothian Buses, Edinburgh Trams, and all subsidiary companies (collectively known as the TfE Group*). TfE is an Arms Length External Organisation (ALEO) wholly owned by the City of Edinburgh Council (CEC). This arrangement is governed by a Shareholder Agreement between CEC and TfE. A Service Level Agreement will further define the working and funding relationship between the Council and TfE and between components of the TfE Group in order to enable TfE to deliver this strategy.

TfE was created as the single economic entity allowing Lothian Buses and Edinburgh Trams to operate together, complying with UK competition law and other legal requirements. This requirement remains extant.

When TfE was formed the priority was to get Edinburgh Trams up and running, however a longer term vision for TfE has always been more ambitious. This strategy sets out the first steps to deliver on that vision.

*Refer to Glossary for organisational chart showing structure including subsidiary companies.

1. INTRODUCTION

Why TfE, Why Now?

Edinburgh Trams has been operating successfully for over 2 years, allowing TfE to shift focus to concentrate on the wider aspirations and expectations.

The TfE Board tasked the CEO to develop a 5-year strategy to deliver targets in the city's Transport Vision 2030. These centre on the principle of integrating transport options and services, to provide a unified user experience under a common brand (TfE). The vision extends beyond buses and trams to include rail, cycling, walking, cycle hire, car clubs, taxis and any other mode or service that might have a role to play in an integrated mobility system.

There are clear early priorities, these include:

- **Ticketing:** user interface and handling multiple products - potentially enabling access to multiple operators (bus, car club, rail) within Edinburgh.
- **Brand and Marketing:** promoting the TfE Brand and building this asset in the interests of the City Region.
- **Strategic Planning:** promoting true multimodality and service integration including managing conflicts which may emerge between modes, especially mindful of increasingly limited available roadspace.
- **Strategic Commercial Investment:** targeting areas for investment and determining partnership strategies.
- **Supporting CEC Policy:** that enables the development of a world class public realm.

TfE's Role as an ALEO

Audit Scotland guidance explains how ALEOs must offer best value to councils and has been drawn on extensively to inform the TfE value proposition to CEC. In developing the TfE proposition and approach, the opportunities for TfE to offer this value can be summarized under three broad areas:

- Improve service performance across a portfolio of services,
- Deliver economic and financial benefits across the Group and wider services, and
- Free up CEC resources to focus on core services.

As part of an ongoing transformation, CEC is committed to focus on delivery of core services, withdrawing from activities that do not directly support this. This strategy and the Service Level Agreement (SLA) will set out the framework for TfE to assume additional delivery responsibilities. As an ALEO with existing brand identity and mobility focus, TfE is able to adopt, and take responsibility for, activities which are customer facing, include multiple stakeholders and have the potential to deliver economic benefits or revenue streams. TfE can operate as the connecting point for the bus and tram network alongside active travel and other mobility services including emerging technologies. TfE can apply agile processes and responsive decision making, which can be particularly attractive in developing transport networks.

TfE will be subject to audit and oversight which will focus on setting the strategic framework and accountability, enabling publicly elected members to focus on the critical issues for the city, but not day to day operations, in line with best practice guidance from national government.

Alignment with City Vision 2050, City Deal and National Transport Strategy

A clear vision – developed, built and shared with residents, businesses, and public agencies - can bring significant benefits for a city. The conversation that will create the vision for Edinburgh in 2050 has just started but even from the outset, it is clear that transport will play a significant role in the Edinburgh of 2050. Edinburgh was recently placed 13th overall in the Arcadis Sustainable Cities Index 2016, but while ranked highly in many respects, Edinburgh scored relatively low in sustainability, health and transport infrastructure. TfE will aim to support improvement in these areas.

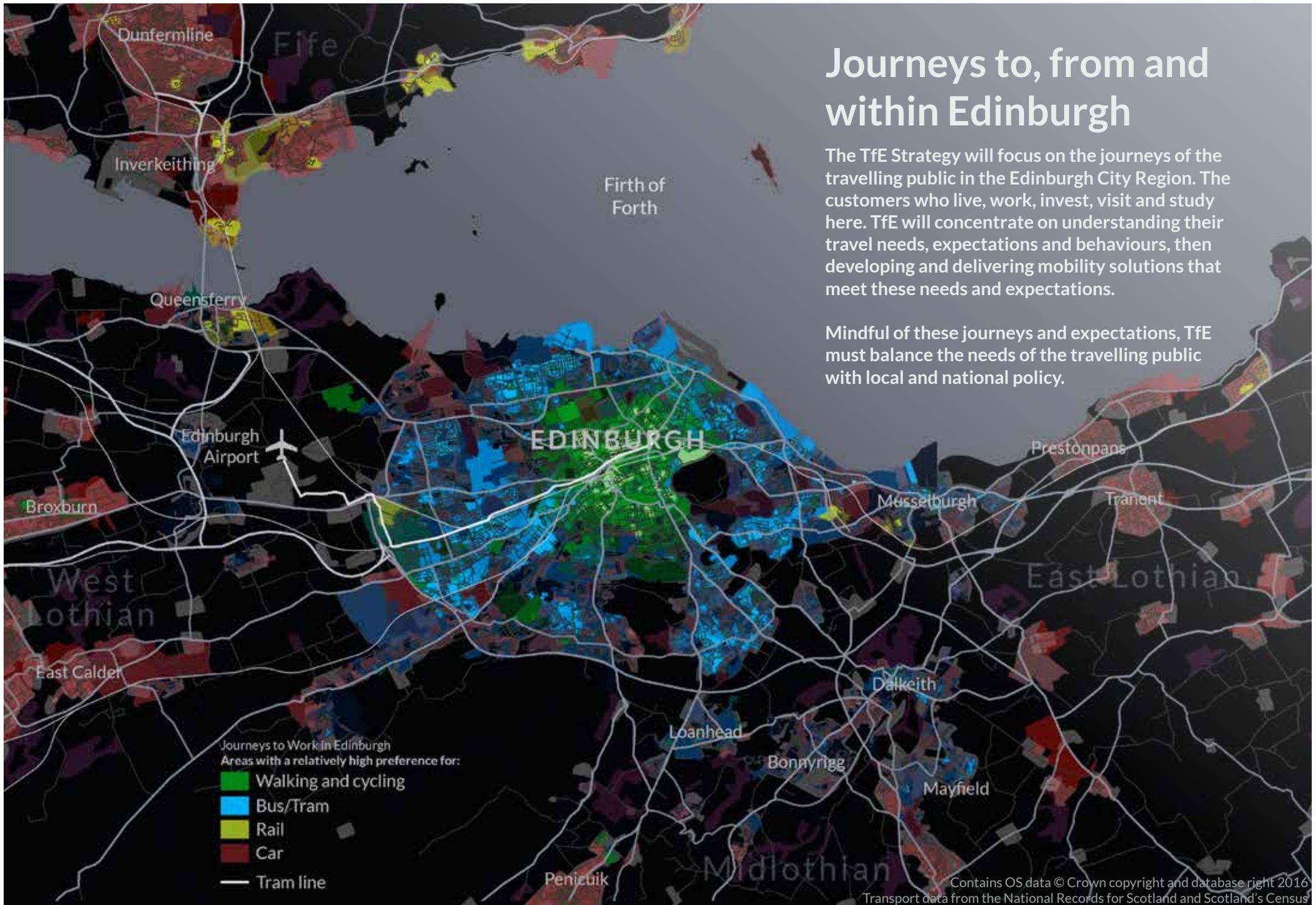
The UK has recognised the importance of a coherent and long term plan for infrastructure investment in cities that would support such a vision. The Edinburgh City Region (Edinburgh, East Lothian, Midlothian, West Lothian, Fife and Borders) is developing a City Deal bid to secure significant investment. For the bid to be successful, transport infrastructure investments will be central to the City Deal partners. Furthermore, the City Region will attract City Deal investment, by demonstrating structures and organisations are in place to deliver an integrated transport network. TfE will be well positioned to support the delivery of a planned City Deal programme.

The City Vision and City Deal must also be considered in the context of the National Transport Strategy (NTS) revision process, starting in early 2017. There is a concurrent dialogue on the future governance of the Scottish Regional Transport Partnerships, especially SEStran, and clear recognition of the need to align with TfE.

Journeys to, from and within Edinburgh

The TfE Strategy will focus on the journeys of the travelling public in the Edinburgh City Region. The customers who live, work, invest, visit and study here. TfE will concentrate on understanding their travel needs, expectations and behaviours, then developing and delivering mobility solutions that meet these needs and expectations.

Mindful of these journeys and expectations, TfE must balance the needs of the travelling public with local and national policy.

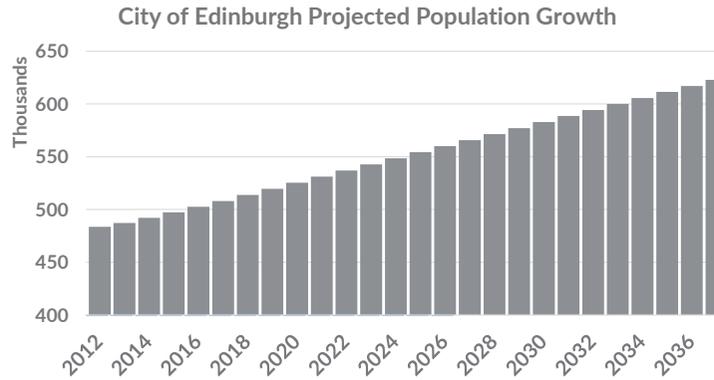


2. CONTEXT

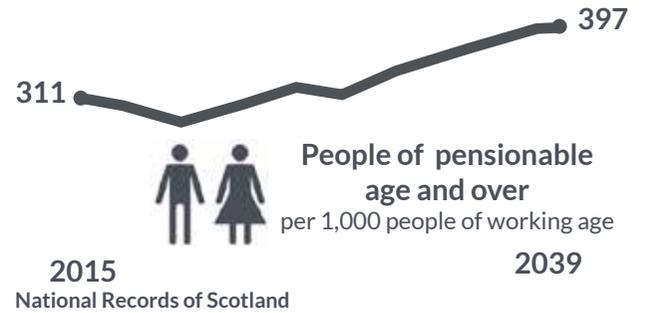
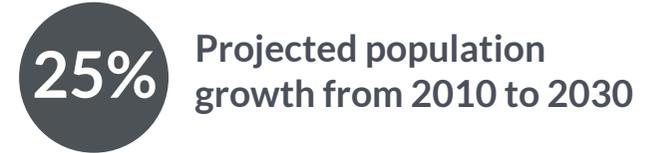
Edinburgh is the most prosperous UK city outside of London. A financial hub, the city hosts global top tier universities and growing life sciences and technology sectors. It is home to the world's biggest arts festival, and as a capital city and world heritage site, the city is one of the top 10 European destinations for tourists.

The city combines all these opportunities with outstanding green spaces, exceptional schools and other public services to furnish high quality of life for residents.

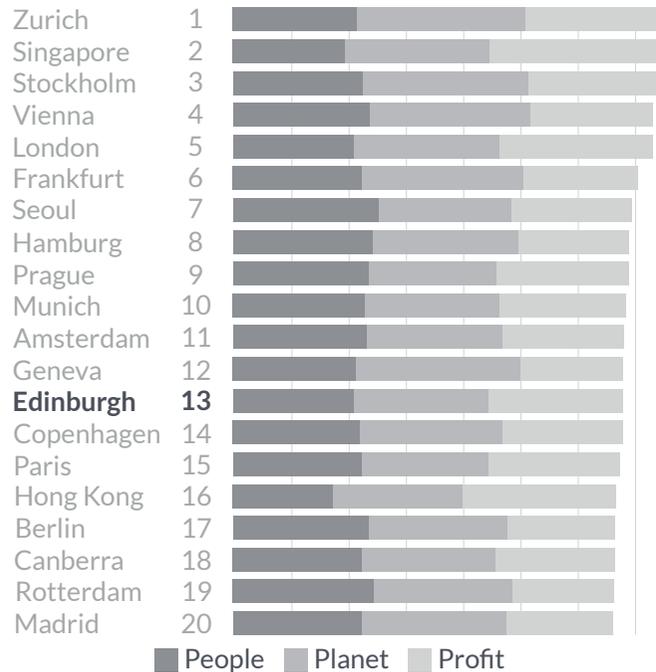
To sustain such a city with the challenges of ageing infrastructure and the fastest growing city population in the UK, we must be bold and brave. The following pages highlight some of the considerations and factors to account for in our plans.



Based on data from the National Records of Scotland



Edinburgh is a unique city



Arcadis Sustainable Cities Index 2016

- 100%** City population increase in August.
- 3.85** Million visits in 2015.
- 54%** Commute on foot, by bike, or public transport.
- 30%** Proportion of workers who live outside the City.

Drivers for Change

Our ambition for continued economic prosperity and population growth in the City Region drives the agenda for TfE and our partners. Whether people are travelling for work or leisure, we need to continuously improve the mobility options available in order to support the city. Our feedback from stakeholders is consistent, the increasing pressure on road space and infrastructure, the fragility of the network and variability of journey times all impact our mobility as well as causing spikes in pollution. Solutions will be found in infrastructure and operational improvement, but will also increasingly be found in the relationship between people and their travel choices. The existing network cannot support the growth and prosperity we envisage, therefore doing nothing is not an option.

Some improvement has been seen in investment in bus priority, and significant investment in the fleets has helped to grow patronage over the last decade. There are exciting and bold initiatives in progress today; transforming the city's approach to road maintenance and renewal, air quality management and the 20mph speed limit roll-out that will save lives

over the coming years. Even more, however, will need to be done to reduce congestion if aspirations and expectations are to be met.

The city's commitment to foster active travel and healthier lifestyles through investment in infrastructure dedicated to safe and quick cycle and walking routes will lay the groundwork for behaviour change. However, additional measures will be required to ensure these schemes form part of a wider, integrated and extensive strategy which is able to address the ever changing context of the city. Along with walking and cycling, we must embrace the electrification of our networks in order to address the pollution and emissions challenges. The growing, ageing population is putting additional strain on the transport network, but the current concessionary fare scheme does not result in additional profit for operators from this patronage. Anecdotal evidence suggests that some concessionary customers are reverting to private cars, adding pressure to the already congested system.

The drivers for change in the TfE Strategy for Delivery are not rooted in transport issues alone, but include the broader challenge of delivering transport integration. The city needs alignment across the key transport providers, notably the Group companies (Lothian Buses and Edinburgh Trams) but also other operators and across customer interchanges and touch-points.

TfE will be seen as the primary transport integration agent in the eyes of the travelling public, a 'one stop shop' for understanding mobility options across the city and surrounding region. The city requires TfE to support its own work by acting as an agile partner to deliver the customer focussed nature of its strategy. The city and its partners will enable the change, as is happening with current investments in walking and cycling provision. Customers will also value the integration and improvement of travel information, enabling us all to make smarter choices to make our travel fit our lives today.



“TfE will be seen as the primary transport integration agent in the eyes of the travelling public, a ‘one stop shop’ for understanding mobility options across the city and surrounding region.”

Considerations from Stakeholders, Transport Forums and Focus Groups

The feedback from wide ranging stakeholder engagement, Focus Groups, Transport Forums and our own research, has highlighted a number of factors that influenced our thinking and priorities.

Supporting the development, growth and prosperity of the city and region

Edinburgh is a large financial and business hub which requires world class public transport to attract investment, talent and growth.

With significant developments planned in and around the city, integrated public transport should be incorporated from the start of the planning process in concert with local development plans.

TfE must be prepared to continue to evolve in line with the requirements of an emerging City Deal and City Vision.

Technology/pace of change

Technology and transport are increasingly interlinked, with innovations and disruptive technology presenting new opportunities and redefining the customer experience.

Accounting for new technology in design is important for the customer and to the length of planning / project life cycles.

Regional economy and commuters

Interdependence with neighbours, whether commuters or other user groups, means a cooperative approach must be sought to solve problems and improve transport and integration across the wider region.

Importance of tourism and visitors to the city

The City of Edinburgh is a major tourism and business destination. Visitors to the city contribute significantly to the local and regional economy.

Meeting the annual demand cycle of the city and enabling all visitors to easily access transport, being mindful of the growth of festivals in Edinburgh and attracting more visitors for longer must be a key consideration.

Edinburgh New Town/Old Town and wider city – a World Heritage Site

Respecting the character of the city, and protecting the heritage comes at a cost and means there are additional constraints, compromises and considerations to make. There are, however, also opportunities in this.

CEC Transformation Programme

TfE will be agile and lean in concert with CEC as well as the direction and guidance available to Arms Length External Organisations.

Protect the social fabric/equality of opportunity

It is important to retain an inclusive, accessible and socially balanced approach across all aspects of delivery.

Legacy of transport projects in Edinburgh and other cities.

TfE will learn from legacy projects in the city and elsewhere to ensure mistakes are not repeated and lessons are applied.

Need to work with transport partners to deliver the desired outcomes

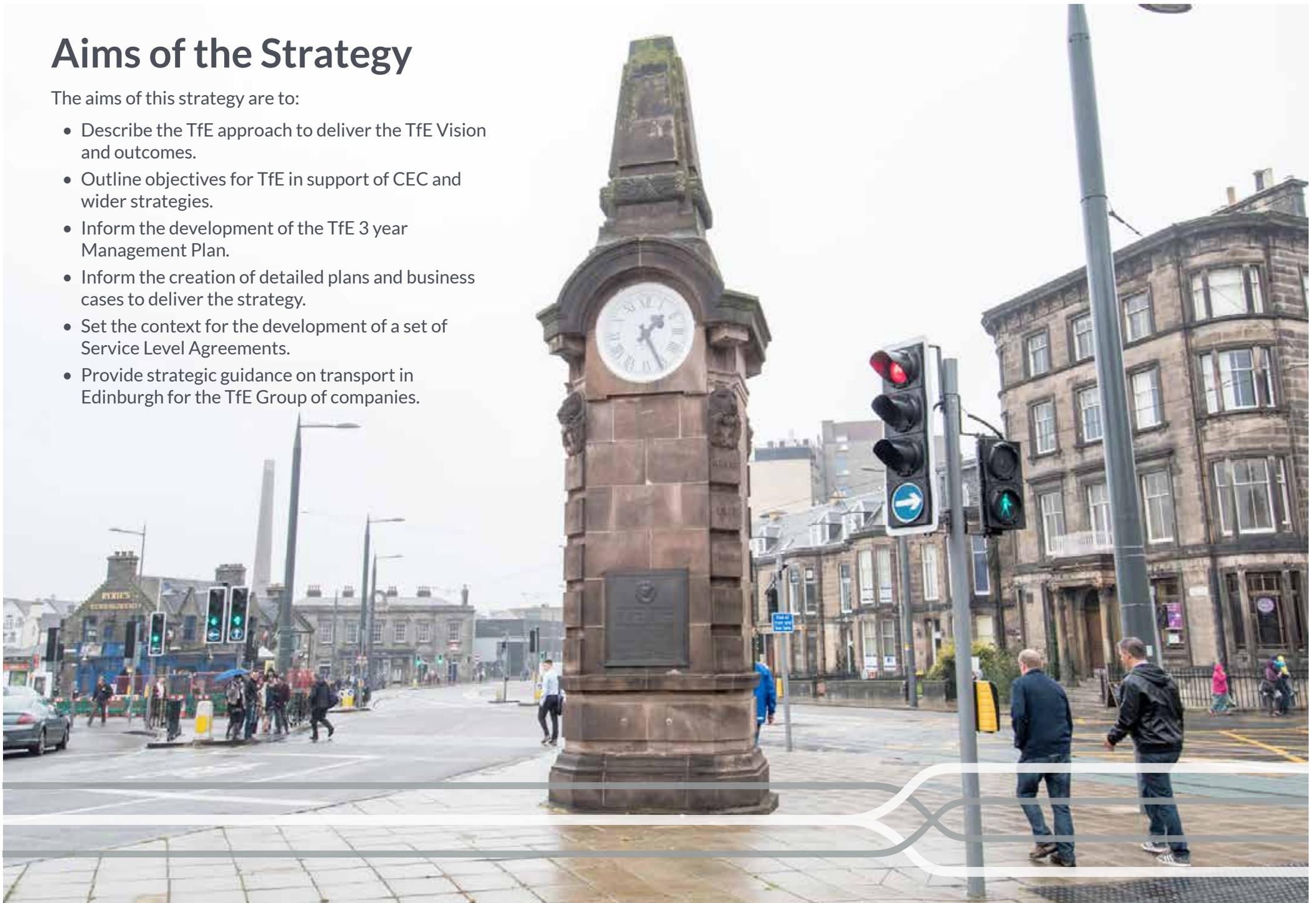
TfE must develop the stakeholder map and collaborate with all transport partners to influence their decision making and policy. The planned development of Edinburgh Airport will be a key factor.



Aims of the Strategy

The aims of this strategy are to:

- Describe the TfE approach to deliver the TfE Vision and outcomes.
- Outline objectives for TfE in support of CEC and wider strategies.
- Inform the development of the TfE 3 year Management Plan.
- Inform the creation of detailed plans and business cases to deliver the strategy.
- Set the context for the development of a set of Service Level Agreements.
- Provide strategic guidance on transport in Edinburgh for the TfE Group of companies.



3. TFE VISION AND OUTCOMES

Accessible Services

Edinburgh has a transport system that improves connectivity for all users. Our customers feel safe and secure when travelling on the public transport network and we consistently reduce physical or other barriers to journeys.

Socially Inclusive Services

Improving mobility and access to jobs and services is critical to improve opportunities for vulnerable individuals in Edinburgh. This focus enables us to overcome barriers to work and learning as well as participation in social and community life for everyone.

Healthy and Sustainable City

We will achieve a low carbon, resource efficient transport network, supporting resilient and sustainable communities in the rich natural setting of our city. Our approach to sustainable procurement, and our wide ranging programmes will support residents to live and work in our local communities with low air pollution and attractive options for active travel.

The TfE Vision ...

To provide world class, integrated, environmentally-friendly and socially inclusive transport which plays a central role in the future prosperity of Edinburgh and the Lothians.

The TfE Vision and Outcomes align closely with wider CEC priorities and strategy as well as national strategies and policies as outlined on the following pages.

World Class Integration

Our partners work together in a highly effective and collegiate way to solve the mobility challenges of the city. Our customers transfer seamlessly between modes at interchanges while services are planned to enable customers to easily plan journeys by public transport and other sustainable modes without having to resort to the private car.

Economic Benefits

Transport initiatives represent good value for money and unlock economic potential across the wider city region. Improvements enable greater participation for people in the economy, supply chains for businesses, and grow a resilient and high performing transport network.

Customer* Satisfaction

Our efforts are focussed on adding value to our customers. We make investments and decisions in order to achieve the best possible outcomes for our customers.

*Our customers are those who live, work, invest in, study and visit the Edinburgh City Region

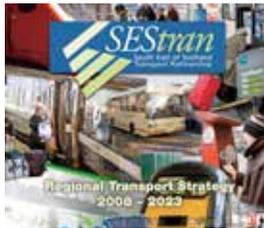


The Hierarchy of Strategies



NATIONAL TRANSPORT STRATEGY

The Scottish Government have indicated that the refreshed National Transport Strategy is to be further reviewed. Public consultation will begin in early 2017. TfE will engage with this work in order to influence policy.



REGIONAL TRANSPORT STRATEGY

The Regional Transport Strategy informs the TfE Strategy. TfE is fully engaged with SEStran, particularly in regard to the adoption of an appropriate Model (1, 2 or 3) to support a potential Edinburgh City Region Deal. The outcome of this dialogue will impact the TfE Strategy.



2050 Edinburgh City Vision

The CEC Transport 2030 Vision is a key source of direction and guidance for TfE. Many of its outcomes and objectives will be delivered by, or supported by TfE.

Integrated public transport is likely to be a key component of the 2050 Edinburgh City Vision. TfE will play a full and active part in contributing to the development of this vision.

TfE will work closely, but at arms length, with CEC and neighbouring local authorities to ensure the TfE Strategy is aligned with the CEC Business Plan, Local Transport Strategy and Local and Regional Development Plans and subsequent Action Plans. The following page explains how the TfE's outcomes, derived from our vision statement and informed by the hierarchy of strategies, have been mapped to CEC priorities and principles.



LOCAL TRANSPORT STRATEGY 2014-2019

5 ACTION PLANS

TfE's Strategy for Delivery 2017-2021 has been informed by the hierarchy of transport strategies.



TfE Outcomes

Accessible Services

Socially Inclusive Services

A healthy and sustainable city

World Class Integration

Economic Benefit

Customer Satisfaction

Alignment of Outcomes with CEC Priorities and Principles

TfE's outcomes are derived from our vision statement, informed by the hierarchy of strategies. This page demonstrates how outcomes have been mapped to CEC priorities and principles.

TfE Outcomes

Accessible Services

Socially Inclusive Services

A healthy and sustainable city

World Class Integration

Economic Benefit

Customer Satisfaction

CEC Priorities and Principles

Improve Quality of Life

- Children and young people achieve their potential.
- Opportunities for participation in sport and lifelong learning.
- Safer and stronger communities.
- A caring, healthier Edinburgh.

Build Excellent Places

- An attractive city.
- An accessible, connected city.
- A range of quality housing options.
- A built and natural environment to match our ambition.

Ensure Economic Vitality

- Business growth and investment.
- Access to work and learning.
- Creative, cultural capital. A vibrant and sustainable local economy.

A Sustainable Capital City

We are a low carbon, resource efficient Council, supporting resilient and sustainable communities in the rich natural setting of our city.

Empowered Communities

We are a Council which engages and enables community led service delivery and design.

Integrated Council

We are a Council of joined up services working together effectively with our partners.

Value for Money

We are a Council which makes best use of its resources, assets and facilities.

Focussed on Customers

We are a Council in which services are designed around the needs of our people, protecting the needs of our most vulnerable customers.

High Performing Workforce

We are a Council where services are delivered by an engaged and empowered, high performing workforce.

CEC PRIORITIES

CEC PRINCIPLES

Objectives

TfE has identified 10 objectives to fulfil its vision and outcomes :

TfE Outcomes

Accessible Services

Socially Inclusive Services

A healthy and sustainable city

World Class Integration

Economic Benefit

Customer Satisfaction

Increase public transport patronage

Support the growth of public transport patronage and mode share in/to/from Edinburgh.

- Support further integration of bus and tram networks, operations, services and timetables.
- Establish Quality Partnerships to improve services, with appropriate authorities.
- Support enhanced bus and tram frequencies.
- Improve commercial/operational performance of Edinburgh's bus station.
- Improve access to tram and bus services, including integrating walking and cycling routes to stops/stations and Park and Ride incentives and service improvements.

Expand the Public Transport Network

Extend, adapt and develop an integrated public transport network that is reliable and convenient throughout the City Region throughout the day, and week.

- Support the potential tram extension programme.
- Develop the network of Park and Rides to drive modal shift.
- Cooperate with neighbouring authorities to develop opportunities for bus network expansion, e.g. potential radial and orbital routes, reviewing development proposals to ensure safe guard infrastructure to support growth and prosperity in accordance with Local Development Plans.
- Take full advantage of opportunities from the new Queensferry Crossing.
- Help deliver supported/subsidised community transport and/or patient transport (for NHS) operations.

Support City Place-making

Support partners in making the City a World Class Place.

- Support bus routes that integrate with tram and other modes, to continually improve the public realm.
- Work with developers to enable public transport use at new developments.

Contribute to Social Inclusion

Increase social inclusion (access to jobs, education, health, etc.) by providing travel options that are affordable, available and accessible to all.

- Broker a common approach to fare strategies where appropriate.
- Create a customer focussed, integrated network, accessible to all.

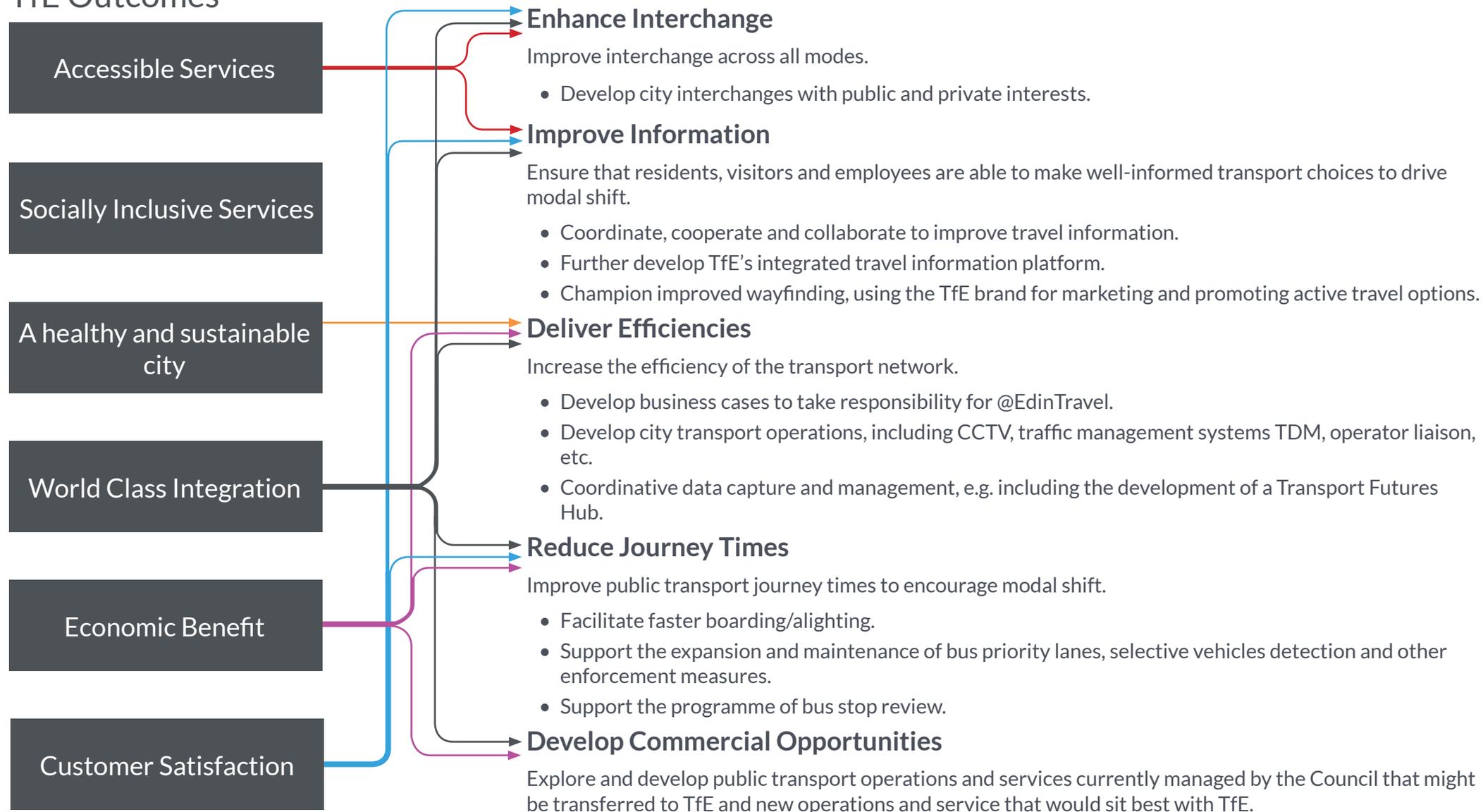
Help Reduce Emissions

Reduce impact of air pollutants, greenhouse gases, noise and waste on public realm.

- Encourage fleet investments to meet emissions targets including new technologies.

Objectives

TfE Outcomes





4. TFE'S ROLE AND ACTIVITIES

Core Activities

TfE will achieve its objectives and outcomes through:

Integration

TfE with the support of CEC and others will become the principal public transport integration agent within the city, mindful of the need to think of customer transport needs beyond the city boundary.

This will be achieved by continuing to integrate bus and tram and developing the integrated network to match the customer needs of the growing City Region. TfE will bring other transport components and services under the TfE umbrella, better integrating them into a network that provides seamless transfer between modes and faster, most cost efficient journeys for customers. All in an effort to encourage modal shift to public transport or active travel.

Coordination

TfE will look “up” coordinating with: CEC, both elected members and officials, to SEStran, Scottish Government and National (Scottish and UK) governing bodies and institutions. In doing this TfE will be a high level, conduit for strategic matters for the operating companies (Lothian Buses, Edinburgh Trams and others in future) to the higher level entities. This will include influencing higher level strategy and policy on behalf of the Group and extrapolating strategy and policy for the Group. This will include developing relationships with funding bodies and securing external funding where possible.

Cooperation

TfE will look “over” the Edinburgh City boundary, cooperating with neighbours. To understand the transport needs of those travelling to and from the city and incorporating these needs into the strategy for an integrated network. The developing relationship between neighbours and TfE may require new governance perhaps delivered via the City Deal, fresh protocols or refined existing agreements.

Collaboration

TfE will look “out” to transport partners to improve collaboration with strategic transport partners, wherever possible, to deliver better integration within the overall transport network.

Project Delivery for the City

TfE will, with the support of CEC and others, develop a position with regard to TfE as a future transport project delivery agent. This will be mindful of legacy issues and with a view to the delivery of transport projects for CEC.

Parent Company for the Group

TfE will lead the group, providing support, direction and guidance, higher level intent and be the champion for the Group's companies and delivery arms.

The following pages further explain TfE's role in each of these activities.

Our Approach

In line with our integration role, but across all these activities, TfE will aim to continuously improve the way in which partners across the city work together on issues. The diagram below shows our initial thinking about where we could focus to improve productivity and return on our efforts.

Strategic Planning and Integration

- Integrate transport for customers across modes and between nodes.
- Prioritise and focus to optimise strategic outcomes.
- Build organisational learning to inform strategy and planning.
- Be a transport coordination focal point in lockstep with city planning strategy and process.

City Transport Operations

- Develop systems, data analytics, intelligence & insight to inform planning and transport decisions.
- Use insight to predict issues, coordinate across agencies and proactively manage issues.
- Develop and deploy robust C312* process based on scenario modelling and structured responsibilities.



Joint Planning

- Integrated approach to planning of short term events, e.g. road works, sports events, concerts etc.
- Intelligence and insight informs decisions in line with policy and areas of responsibility.
- Apply lessons to improve operational performance.

* Command, Control, Communications, Information, Intelligence

Integrate across the Group and Public Transport

Situation

TfE Group structures are defined by TfE's origins as parent company for Edinburgh Trams and Lothian Buses. The intent has always been for continued integration between bus and tram. Currently this involves ticketing, branding and back office functions.

Opportunity

With unity of purpose from clear strategic direction and leadership to the operating units, TfE can greatly improve customer satisfaction through an integrated offering and improve the economic benefits to the city. There is also an opportunity over the next 5 years to see the Group incorporate other operations, such as hubs and interchanges. TfE will support the enhancement programme for tram and integration with other modes. TfE will also work to ensure consistent marketing and communications for the customer across modes.

Priorities

- Develop the integrated network in line with the demand of the growing City Region.
- Pursue further integrated timetables & ticketing.
- Grow Park and Ride usage and modal shift through incentives, services and development.
- Improve commercial/operational performance of bus station & interchanges.
- Support tram enhancement programme.
- Support the city with potential tram extension and opportunities for the bus network.
- Lead on longer term opportunities and challenges.

Years 1 - 2



Contactless Ticketing



TfE Marketing and Comms



Bus Station



Park and Ride

Years 3 - 5



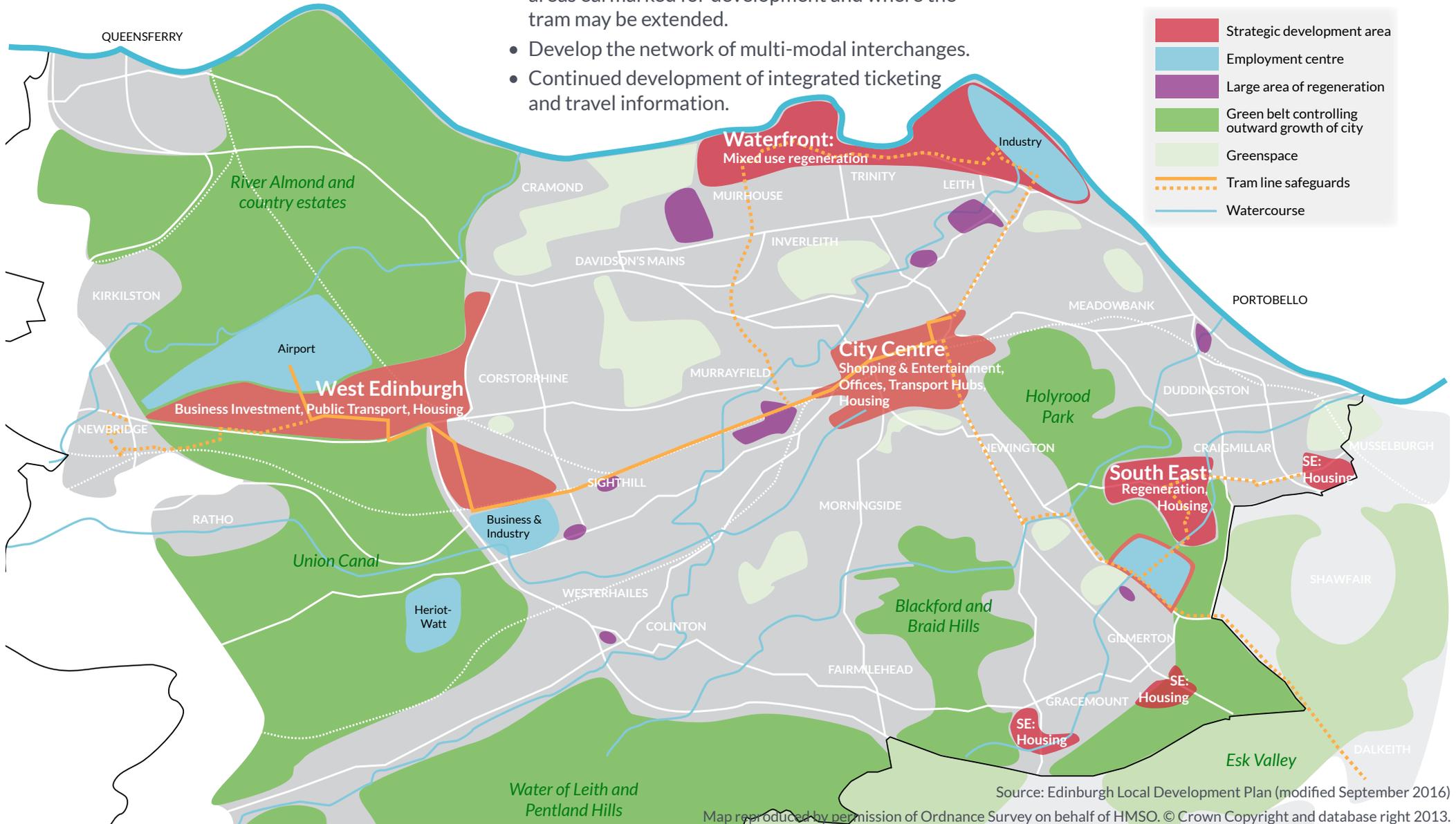
Potential Tram Extension with Bus

Integration between Bus and Tram

TfE will support continued integration between bus and tram, including into areas of new development as identified by the Edinburgh Local Development Plan (modified September 2016).

Improvements may include:

- Inter-modal exchange at Park and Ride sites.
- Developing the existing bus network to marry bus with tram, especially in the west of the city, other areas earmarked for development and where the tram may be extended.
- Develop the network of multi-modal interchanges.
- Continued development of integrated ticketing and travel information.



Source: Edinburgh Local Development Plan (modified September 2016)

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Coordinate...On Whole Network Opportunities

Situation

Coordination across operations exists in unique projects or through working groups. Coordination is essentially ad-hoc and decision making processes, where defined, cannot fully address systemic operational performance issues across the network, either in response to incidents or via predictive, proactive interventions.

Opportunity

TfE has a defining opportunity to take a longer term view of city transport integration, through developing coordination mechanisms that are well established in other leading cities, such as Travel Demand Management. There is a growing need for the capture and analysis of data from across channels and agencies in support of such coordination. The benefits realised and foreseen by other cities in these areas (e.g. £1bn in London per annum) indicate this strand of work has the greatest potential return on effort for Edinburgh. A recent Inrix report estimates that congestion could cost Edinburgh £2.8Bn to 2025. We describe this area of opportunity as City Operations, while a full capability will be a longer term objective, it is critical we start on this early.

Priorities

- Develop business cases to take responsibility for @EdinTravel Team.
- Develop strategy for coordination of city transport operations.
- Coordinate development of data capture and analytics.
- Develop concept and business case for City Operations and TDM coordination.
- Influence a well co-ordinated policy for the prioritisation of mobility options in the city (what, where, how and when).

Years 1 - 2



@EdinTravel



Travel Demand Management (TDM)



Active Travel in Edinburgh



Develop City Operations

Years 3 - 5



City Deal transport co-ordination

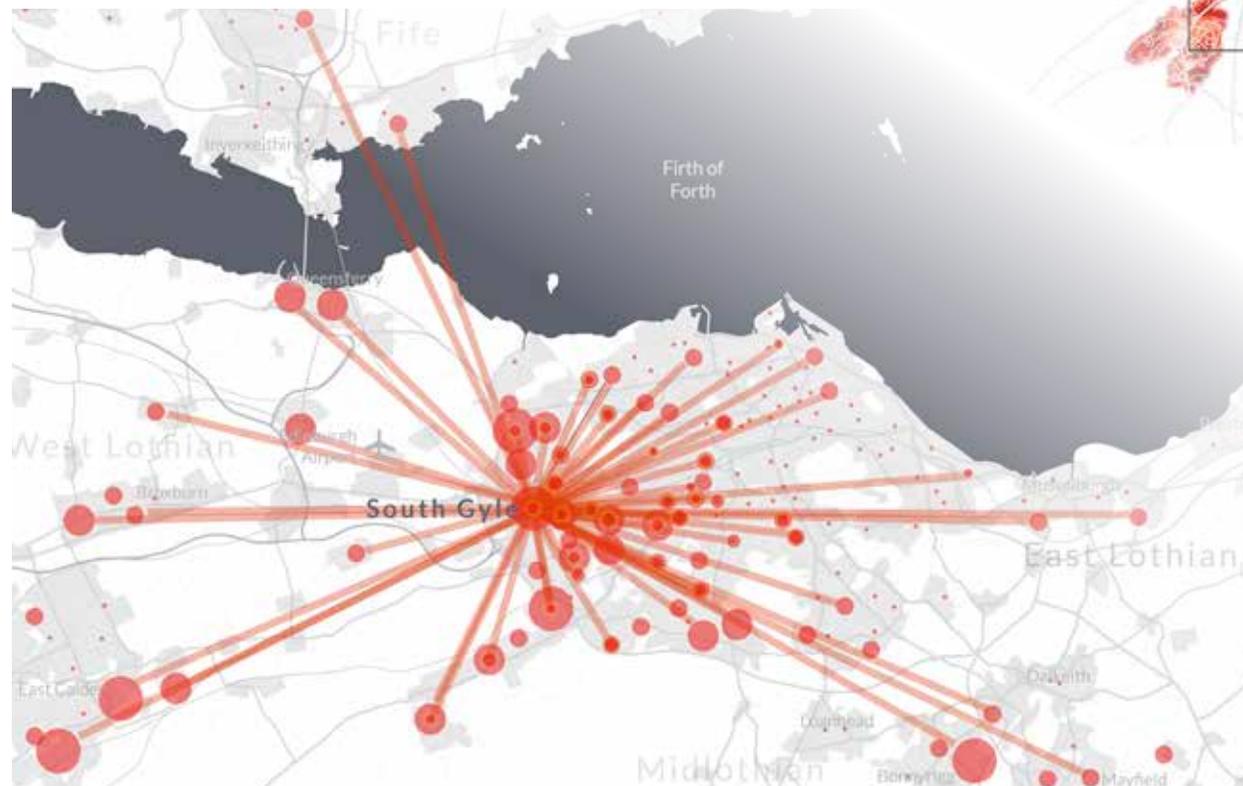
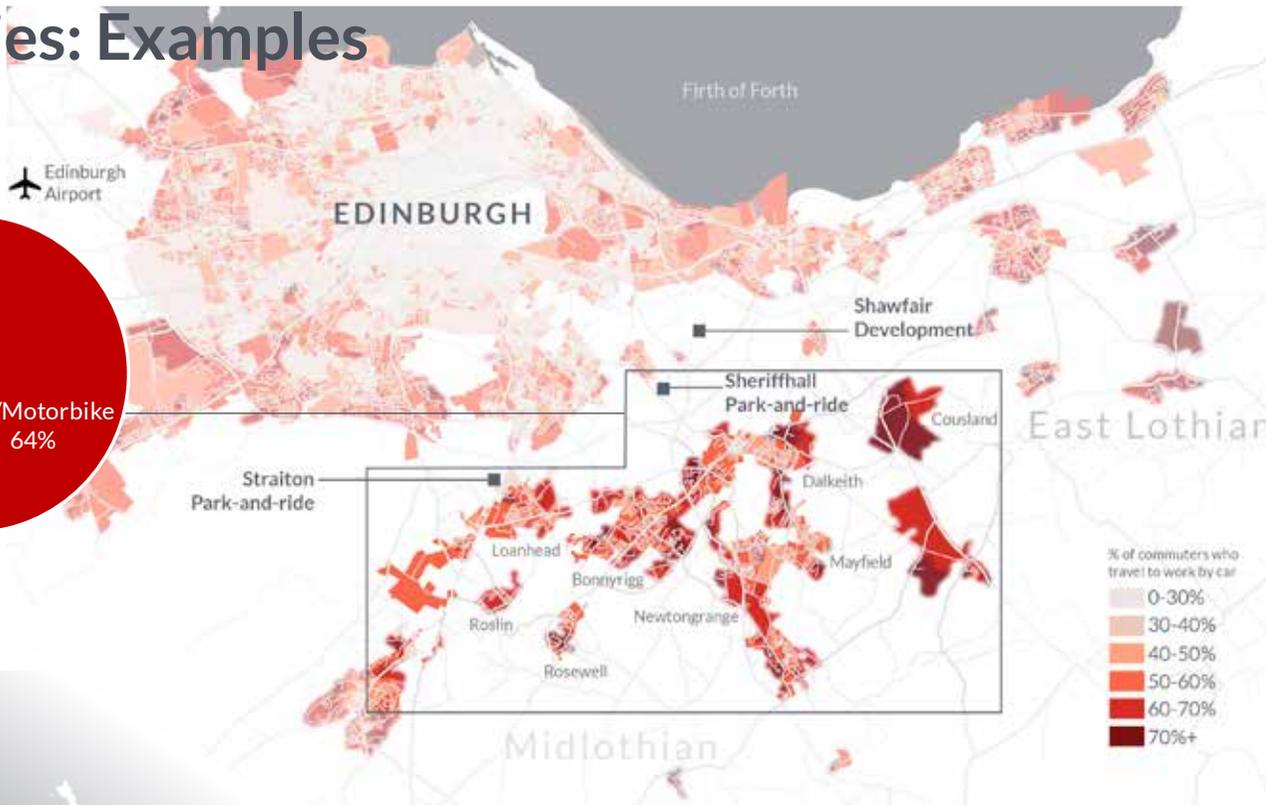
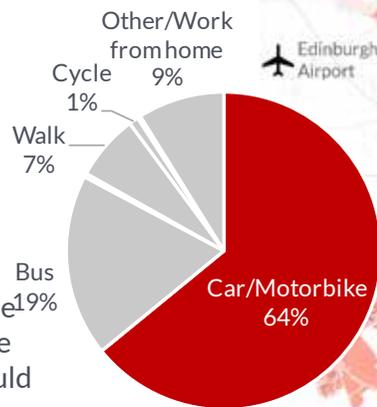
Whole Network Opportunities: Examples

South of Edinburgh Commuter Areas

The commuter region to the south of Edinburgh, which has a working population of around 35,000, has a high private vehicle transport preference.

TfE would aim to enhance and promote the existing park-and-ride sites to reduce congestion in the city.

In addition, the Shawfair Development, in the south-east of the city, is expected to increase the population of the area further, which could create further congestion if opportunities to promote other modes are not realised. Public transport options need to be available as the development grows.



South Gyle

The South Gyle area has a high concentration of industrial/commercial use and therefore has a wide catchment area for its employees.

There is a high level of private vehicle use to this area. Additionally, the West Edinburgh development will further increase demand in this area over the coming years.

As with the Shawfair development, there is an opportunity to influence both existing travel behaviour and proposed developments in order to reduce congestion and encourage use of public transport and active travel modes, especially where the public transport network 'offer' is an integral part of the emerging development.

TfE will support the economic potential of these areas being realised by coordinating the integrated public transport network.

Coordinate...On Customer Facing Opportunities

Situation

Branding, marketing and communications across modes is a few steps ahead of supporting structures, processes and systems. The TfE brand is firmly established, at least on bus and tram, although used ad-hoc on other initiatives, e.g. active travel, alongside other branding. Cosmetic application of the brand without alignment of responsibilities, authorities and resources is not a truly multi-modal customer proposition and could be a potential risk to TfE.

Opportunity

Developing a modally agnostic customer proposition under the TfE brand is dependent upon supporting alignment (e.g. integration of active travel mode options into the TfE journey planner). We have great opportunities with newer modes, notably City Car Club and on demand, or subsidised services, to integrate options to meet customer needs and expectations. Customer choice and signposting to these choices will be key rather than modal protectionism. TfE will continue to develop the network of transport stakeholders.

Priorities

- Develop and implement a roadmap for an integrated, multi-modal proposition to customers, championing city 'wayfinding'.
- Work to integrate active travel options and SEStran initiatives (e.g. Liftshare) into the TfE proposition.
- Explore opportunities with City Car Club and other modes for integrated offer.
- Explore funding opportunities.
- Explore opportunities for a Transport Futures Hub. A new capability to fuse available data to better inform transport decision making.
- Support the Congestion Action Plan.

Years 1 - 2



Wider Marketing and Comms



City Car Club

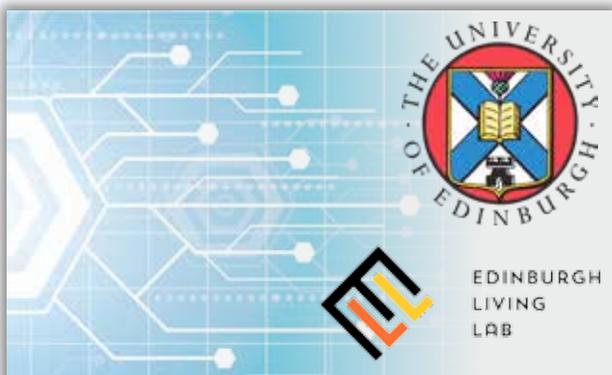


Active Travel



Integrate Other Modes (e.g. Air and Rail)

Years 3 - 5



Futures Hub



City Events

Cooperate with Neighbours

Situation

TfE has developed an initial understanding with our closest neighbours in East, West and Mid Lothian, Borders, Fife and SEStran around the role of TfE in the region. There is support to investigate the alignment of TfE and SEStran in terms of strategic planning and service delivery. TfE notes the need to cooperate closely with near neighbours.

Opportunity

TfE can fulfil the role of coordinator and relationship manager for cooperative, multi-agency approaches to transport matters across the City Region and beyond. Immediate examples would be large developments impacting the city or existing commuter hubs, e.g. Blindwells East, Shawfair, Cockenzie, Edinburgh West (Gyle, Barnton, Edinburgh Park, International Business Gateway). There are clear opportunities to improve existing public transport options. TfE will influence policy and decisions for, e.g. Park and Rides, transport infrastructure, integrating public transport around the new Forth Crossing, road space allocation, bus and public transport priorities, freight, public realm, etc.

Priorities

- Cooperate with Midlothian and other neighbouring Councils to develop the Park and Ride offer and improve usage at Straiton, Sheriffhall and development of other sites e.g. Lothianburn and Kilpult.
- Work up a list of cooperation opportunities with neighbours on major development projects across the region, e.g. development of orbital bus route.
- Cooperate with Edinburgh Airport on the development of access to and from the city.

Years 1 - 2



Local Development Plans



Park and Rides



Cooperate with Neighbours



Ring Road

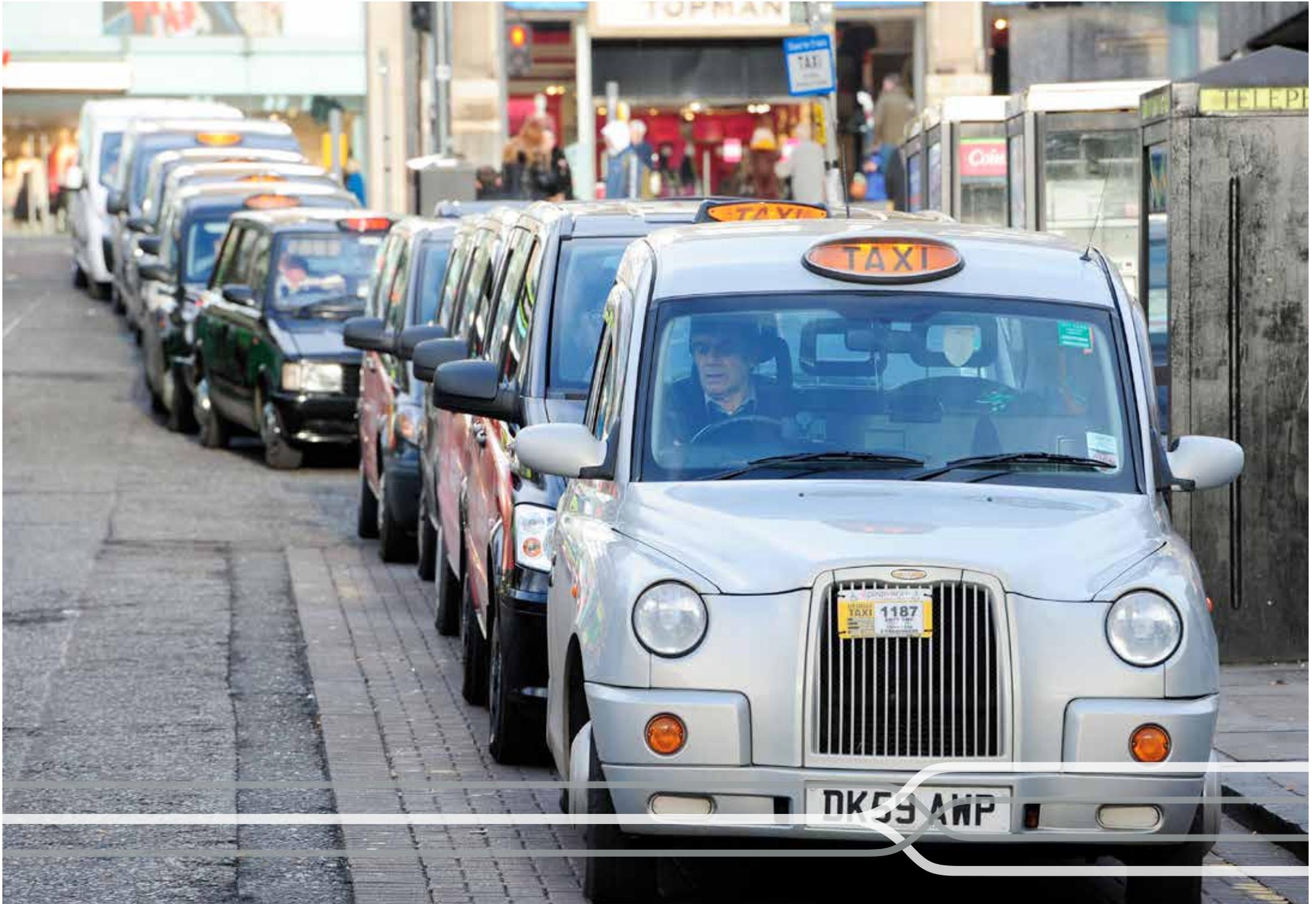
Years 3 - 5



City Vision



City Deal



Collaborate with Transport Partners

Situation

As with cooperation with neighbours and coordination across the city, there is currently ad-hoc collaboration with other operators and partners. This is in part due to the legal landscape in the transport sector and competition laws and regulation. There are significant opportunities to improve the customer proposition through collaboration in a legally acceptable way.

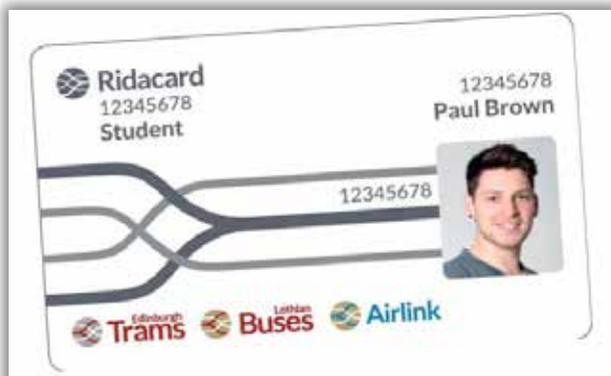
Opportunity

Initial discussions with potential partners show there is a strong appetite for having a single point of contact. TfE would enable this by acting as the main integration agent in the City Region (e.g. decision enabler, not maker), while being mindful and clear about the delineation of its role as a parent company. It is clear that the role of TfE will enable collaboration and a clearer voice for all operators to influence policy and shape a network of transport options for the benefit of the customer.

Priorities

- Develop protocols for wider collaboration and influence.
- Review opportunities for multi-modal, to multi-operator ticketing in region, including contactless.
- Scope how to take full advantage of the new Queensferry Crossing.
- Opportunities for collaboration on subsidised services (e.g. health with NHS Lothian).
- Develop mechanisms for other operators to be fully integrated at modal interchanges.

Years 1 - 2



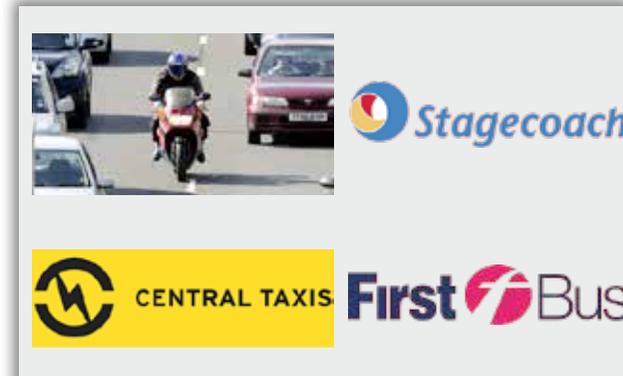
Integrated Ticketing



Subsidised Services



Queensferry Crossing



Multi-modal Integration

Years 3 - 5



Rail



Blueprint Collaboration

Project Delivery for the City

Situation

Developing an internal project delivery capability has been shown, in many of the cities we have studied, to have wider benefits notably the development of capabilities to bring world-class integration, e.g. in project and programme management.

Opportunity

CEC has 'shovel ready' projects that would add significant value to the transport network. TfE, as the primary transport integration agent for the city, will lobby for these to be delivered. TfE should develop these opportunities and take further advantage to build capabilities in project delivery that will enable more ambitious projects longer term.

We foresee the opportunity in project delivery as highly scalable dependent on the needs of the city at any one time. Being able to adjust capacity in this way would prove a valuable asset and to do this, TfE will need to establish strong sponsorship and procurement skills, among other functional expertise.

Priorities

As per TfE Governance Report, Transport and Environment Committee, 30 August 2016 develop a Service Level Agreement (SLA) between CEC and TfE and for the TfE Group.

Develop business cases for management and operation of:

- Edinburgh Bus Station.
- Park and Ride sites.
- Integrated Ticketing, Marketing and Comms.
- City Operations including CCTV, traffic and travel information,
- responses to facilitate efficient TDM.
- City Bike Hire schemes at no/minimal cost to the council.
- Support potential tram extension work and subsequent potential projects.

Years 1 - 2



Bus Station



Cycle Hire



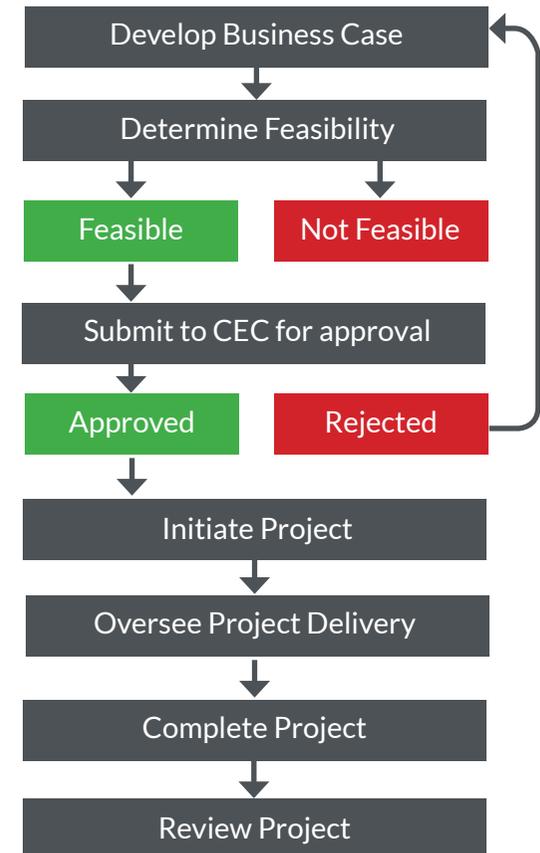
City Operations and TDM



Potential Tram Extension

Years 3 - 5

Project Management Process:



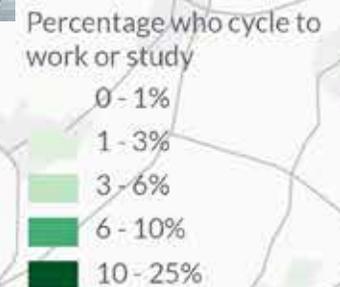
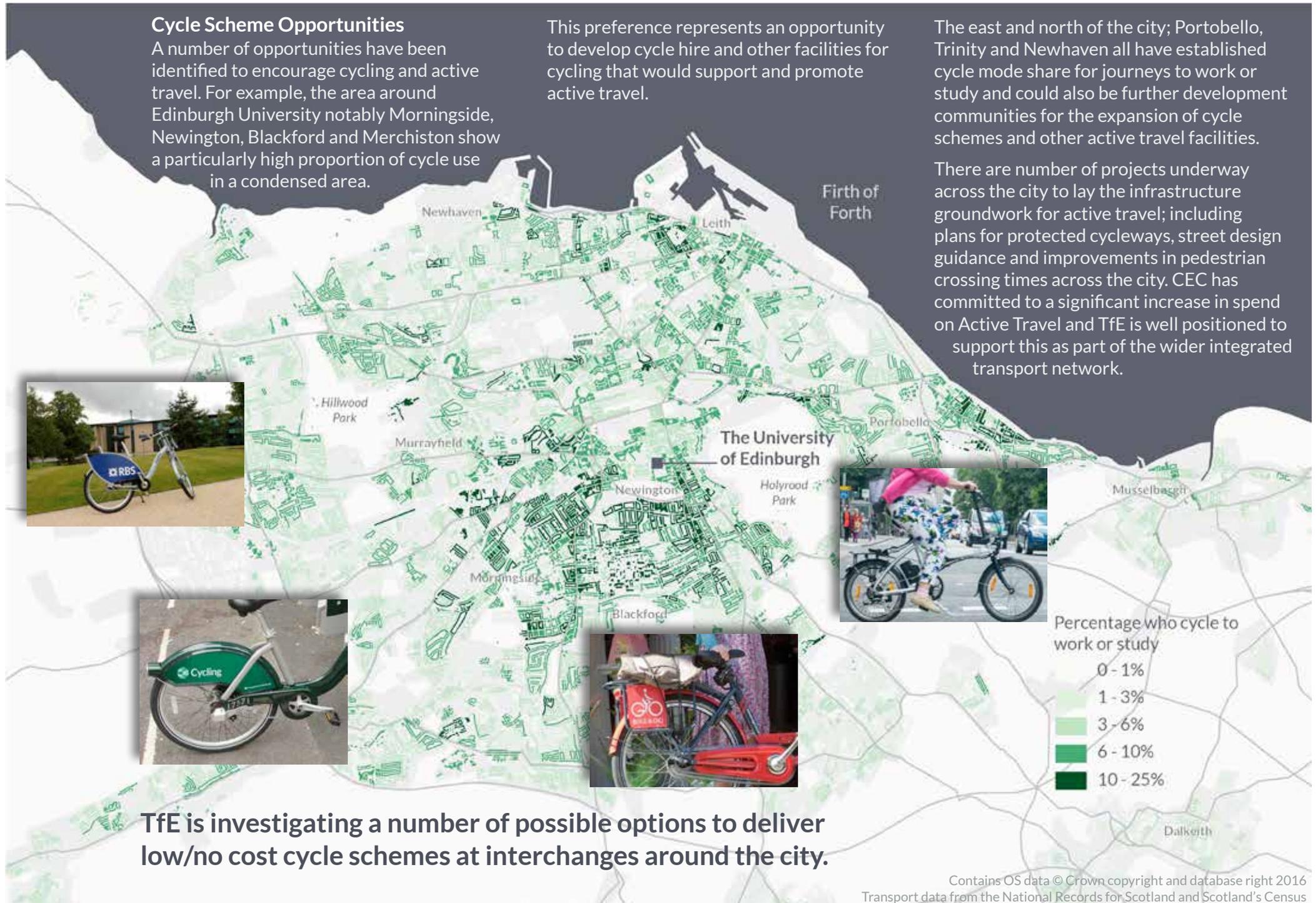
Cycle Scheme Opportunities

A number of opportunities have been identified to encourage cycling and active travel. For example, the area around Edinburgh University notably Morningside, Newington, Blackford and Merchiston show a particularly high proportion of cycle use in a condensed area.

This preference represents an opportunity to develop cycle hire and other facilities for cycling that would support and promote active travel.

The east and north of the city; Portobello, Trinity and Newhaven all have established cycle mode share for journeys to work or study and could also be further development communities for the expansion of cycle schemes and other active travel facilities.

There are number of projects underway across the city to lay the infrastructure groundwork for active travel; including plans for protected cycleways, street design guidance and improvements in pedestrian crossing times across the city. CEC has committed to a significant increase in spend on Active Travel and TfE is well positioned to support this as part of the wider integrated transport network.



TfE is investigating a number of possible options to deliver low/no cost cycle schemes at interchanges around the city.



Parent Company for the Group

Situation

There is an enduring legal requirement for a “single financial entity” that allows Lothian Buses and Edinburgh Trams to operate coincidentally. That entity is TfE. TfE holds the CEC 100% shareholding of Edinburgh Trams and the 91% CEC shareholding of Lothian Buses. TfE also bridges the gap between Regional (SEStran) and CEC policy and strategy development and operationalises those strategies in the TfE companies, where commercial decision making is likely to take pre-eminence. TfE provides the mechanism to balance competing high level city objectives: integration, access, social inclusion and sustainability with profit and public investment.

Opportunity

TfE will operate as a conduit across the Group companies for strategic priorities, strategy development and commercial prioritisation. TfE will influence policy at city, regional and national levels.

Priorities

- Alignment of strategy development.
- Explore and assume delegated authority functions for TfE.
- Continue to develop shared services across the Group.
- Alignment of governance and authorities with CEC strategic intent for TfE as Arms Length External Organisation (ALEO).

Years 1 - 2



Governance



Investment Strategy



Delegated Authority



Years 3 - 5





5. PROJECT DELIVERY METHODOLOGY

The TfE Strategy for Delivery aims to focus on achieving initial successes over the first 2 years, then more complex projects over the next 3-5 years.

This will allow TfE to build organisational capabilities before taking on more challenging initiatives.

Prioritising Our Efforts

TfE developed a method that enabled us to focus and prioritise in order to ensure that TfE deliver best value for money and remain a lean and agile contributor to the City Region.

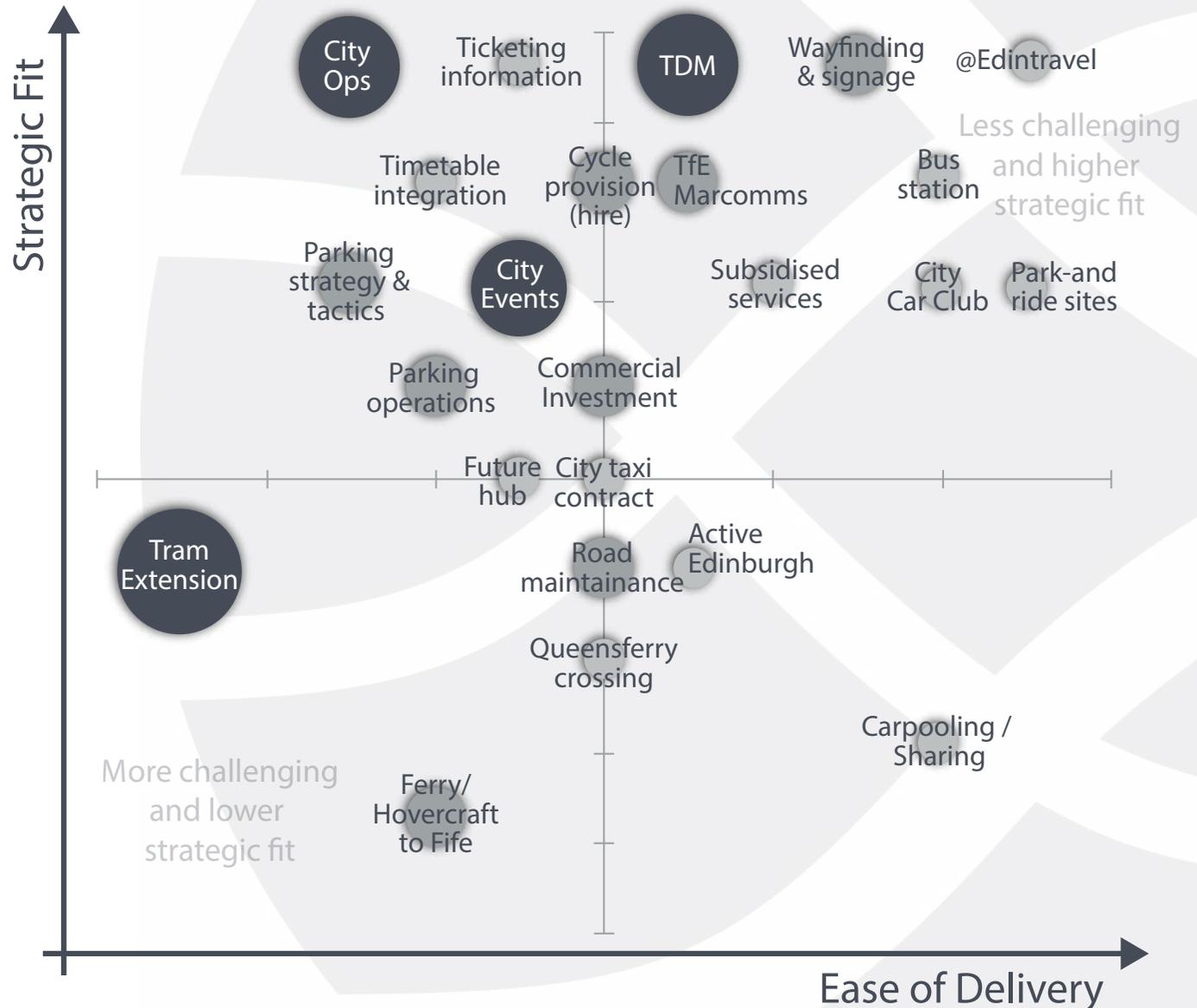
We collected all ideas raised during our review of existing opportunities from the Transport Vision, and from our wide consultation. We asked our stakeholders to score each opportunity on strategic fit with our outcomes and vision and ease of delivery.

The scores were then mapped on the matrix to the right. While other factors will impact our eventual prioritisation, the matrix illustrates how TfE will approach potential opportunities in line with our strategy and the organisational reality of growing the organisation.

Already though, we have developed a Quick Wins Paper approved by the TfE board that authorised work on exploring a number of integration opportunities:

- St Andrew Square Bus Station
- Active travel in Edinburgh, walking and cycling (including pilot cycle hire schemes)
- Park and Ride
- Wayfinding
- Edinburgh Travel
- City Taxi and Taxicard
- City Car Club
- Travel Ambassadors
- Marketing and communications

On 30 August 2016 TfE were directed to develop business cases for the first tranche of these opportunities.



STRATEGY DELIVERY: 2017

In 2017, TfE will continue to support Lothian Buses to deliver their 3 year plan (2017-2019), as well as the enhancement of the existing Edinburgh Trams service.

It will also implement the transfer of existing functionality and capability from CEC to TfE where business cases and plans have been approved, and begin working on new, priority projects.

Priority Project: Continued Integration

Continued work integrating and developing bus and tram will enhance partnerships, frequencies, network coverage (including in support of growth and new development), speed and efficiency, interchange and customer facing interactivity

Priority Project: Bus Station Operational Enhancements

Enhance bus station operations to improve utilisation and revenue, as well as improve the quality and availability of travel information to enhance the overall customer experience.

Priority Project: Park and Ride

Work with neighbours to develop the ring of Park and Rides around the city, including extending existing sites and providing new ones. Explore options for improved public transport from them and opportunities for revenue generation at them.

Priority Project: @Edintravel

Begin the wider Travel Demand Management project by incorporating the @Edintravel service into TfE. Support and enhance the service to provide 7 day a week coverage and full multi-modal integration.

CORE ACTIVITIES

- Develop SLA with CEC / the Group
- Improve Group governance
- Develop Group organisation and capabilities
- Conduct parent company business
- Fulfil engagement role as primary integration agent for city

2017

Priority Project: Wayfinding and Signage

Champion a project to provide integrated, consistent and high quality wayfinding and signage across the city and wider region, both in physical and digital form, to enhance customer information as well as the wider public realm, supporting the use of public transport and Active Travel.

Business Cases and Project Proposals:

Other projects to be initiated will include:

- Contactless ticketing across the Group and more widely.
- TfE Marketing and Communications.
- City Car Club.
- Travel Demand Management.
- Cycling schemes.
- City Operations.

STRATEGY DELIVERY: 2018

In 2018 the key priority projects started in 2017 will be being implemented and become part of TfE's core activities. Project delivery will focus on the strategic projects initiated in 2017.

TfE will develop processes and mechanisms for cooperation with stakeholders to inform spatial policy and integrated transport outcomes in particular, but not exclusively, with developers and transport operators. It will support alignment of TfE Strategy for Delivery 2017 – 21 with the Local Transport Strategy 2014 -2019.

City Operations

Develop integrated city operations for both day-to-day operations and special events to improve the customer experience. This will reinforce capability to improve responsiveness by bringing key operations together, while improving information flow internally and for customers.

Cycling Schemes

Promote active travel by developing a series of cycling schemes, marketing and communication activities, working with businesses, improving information and may involve new services such as cycle hire.

Contactless, Integrated Ticketing

Develop integrated, contactless ticketing across multiple modes to improve the customer experience and make efficiency savings.

2018

CORE ACTIVITIES

City Events

Provide a framework and contingency database to assess the impacts of various options and co-ordinate decision making around events. TfE will act as an independent, expert advisor for transport decisions and/or take decisions where empowered to do so. The developing "City Operations" capability will provide an opportunity for improved planning, preparation, conduct and contingency planning for major events and routine transport in the city.

Business Cases and Project Proposals:

Other projects to be considered will include:

- Subsidised services.
- Commercial investment.
- Timetable integration.
- Parking strategy and tactics.
- Parking operations.



STRATEGY DELIVERY: 2019 - 2021

From 2019-2021, TfE will align with the City Deal requirements, and begin to develop transport elements of the City Vision 2050 as directed.

Projects initiated in 2017 and 2018 will be completed and fully integrated into TfE's core activities. Further projects will be initiated and completed during this period in alignment with any infrastructure improvements, such as the potential tram extension.

Parking Operations

To improve parking operations a real time information system about parking availability will improve customer information and offer.

Futures Hub

A Futures Hub will lead on innovations to ensure Edinburgh is best placed to embrace new technology and ideas in the coming years. This will be aligned with the City Vision 2050. TfE has already started work on this project with Edinburgh University.

Commercial Investment

TfE will develop a longer term plan to maximise the value of commercial investments made in the city's transport infrastructure and services.

2019-2021

CORE ACTIVITIES

City Operations

TfE will hold the single source of truth regarding road works and maintenance for the city. It will facilitate collaboration across agencies to ensure programme works are delivered efficiently in order to achieve the best outcome for the city. This will form part of the developing City Operations function, helping to monitor and enforce roads authority decisions and mitigate the effects of road works.

Business Cases and Project Proposals:

Other projects to be considered will include:

- Support to potential tram extension.
- City taxi contract.
- Queensferry crossing.
- Active Travel in Edinburgh
- Carpooling/sharing.



6. GOVERNANCE

Good governance will be central to the success of the TfE Strategy for Delivery. Governance and financial arrangements can be complex, however at the core, CEC will remain responsible for ensuring that TfE uses public funds properly and can demonstrate best value.

Following the Public Pound Code is a statutory requirement for the governance of TfE and these basic principles will be considered as part of any expansion of the role and responsibilities of TfE:

- Clear purpose in funding.
- Set out a suitable financial regime.
- Monitor financial and service performance.
- Carefully consider representation on the TfE Board.
- Establish protocols for CEC involvement in TfE.
- Maintain audit access to support accountability.

The TfE Board

CEC will set clear criteria for the skills and experience required of TfE Board Members and the different roles on the board of TfE.

There must also be a clear and transparent selection process to make appointments to The Board. In addition to board training conducted for members, Councillors that serve on the TfE Board will receive support and advice on the delineation of their responsibilities to the company and to CEC.

TfE is fully engaged with the ongoing CEC review of ALEO governance. This will determine TfE reporting and oversight mechanisms.

TfE Group Companies

TfE CEO will support the respective boards and the development of Group governance to ensure alignment.

The Service Level Agreement (SLA)

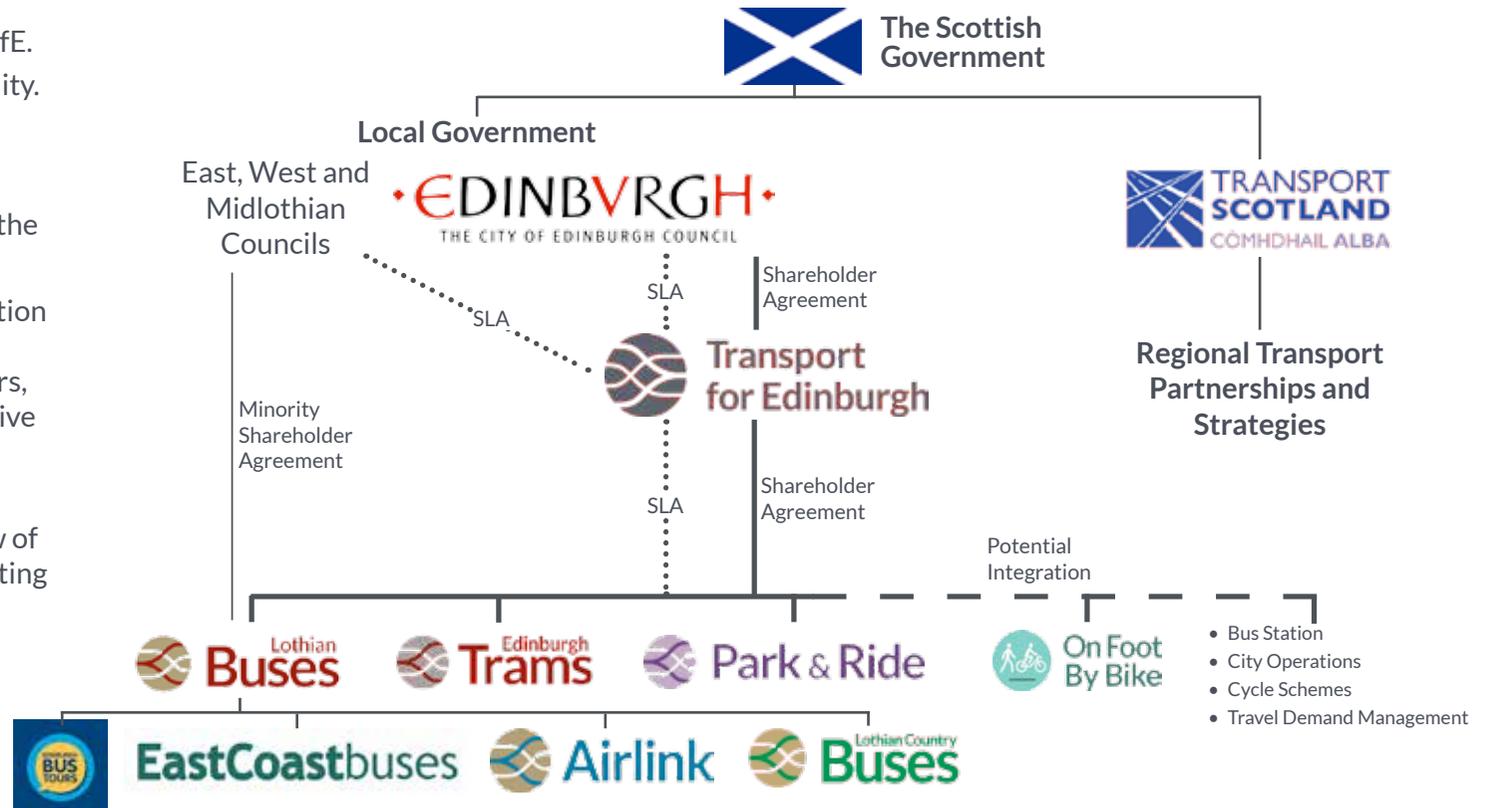
The SLA will define in more detail the TfE governance and scrutiny processes as well as objectives and monitoring between CEC and TfE.

The document will also set the framework for the scope of TfE core activities and the decision and funding process for additional projects. In practice, this should follow the steps outlined above.

The Service Level Agreement that clarifies the funding arrangement for TfE will also ensure alignment with CEC policies and legal requirements, including, but not limited to:

- Equalities.
- Sustainability.
- Recruitment and employment practices.
- Data protection and handling.
- Freedom of information principles.
- Standards and behaviour.
- Engagement with citizens and service users.

The SLA will also address any inconsistency across existing Shareholder Agreements and Articles of Association.



TFE'S VALUES

Our values guide the way our company acts to deliver the interventions outlined in this Strategy.

TRUSTED

We behave in a way that encourages trust from others. We have faith in our colleagues.

We each welcome responsibility, ownership and accountability.

Teamwork is a key pillar of our success; we behave as a team, we believe in our colleagues and we support our colleagues

We are positive in our interactions with others, being supportive, collaborative and friendly.

We each behave in a professional manner that encourages trust.

We are professional in giving feedback, and we welcome positive, constructive feedback and challenge.

INNOVATIVE

We solve problems. We continually look to improve.

We will look both within and out with our industry for inspiration and best-practice.

We accept not every idea is successful, but we learn and improve without negativity or harsh criticism.

We're adventurous, we're curious, we take calculated risks, always looking to improve, solve problems and address challenges.

'We've always done it like this' is never a good answer.

We experiment, we try new things, we embrace positive change and try out best to ensure new ideas are given every chance of success.

PASSIONATE

We care. We act.

We care about quality and delivering great services to our customers and our colleagues.

We act upon our intentions to do better every time.

We enjoy what we do, we derive satisfaction from performing a good job every time and this is noticeable to others.

We have a 'can do' attitude; we are positive, supportive, helpful and a real team player.

We 'go the extra mile', performing beyond simply what is expected.

SMART

We make logical and intelligent decisions.

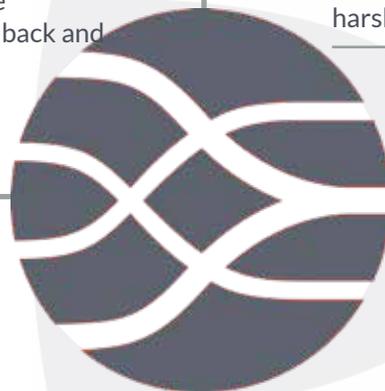
We are clear in our roles, the value we add and what is expected of us.

We plan, we measure and we consider, building strong arguments to support decision-making.

We apply and share our knowledge to the benefit of the business, driving improvements and efficiencies.

We respect knowledge, facts and the expertise of others.

We look to learn and develop to be the best that we can, fulfilling our potential and that of our teams.



7. MONITORING PERFORMANCE

The methods for monitoring TfE performance will be confirmed in the Service Level Agreement between the City of Edinburgh and TfE.

Detail of the process will be included in the TfE 3 Year Management Plan. Performance in core output areas (integration, coordination, cooperation, collaboration and being Parent Company) will be measured separately from TfE project performance.

Each new TfE project is likely to require a distinct performance monitoring regime. These will be agreed through the business case that authorises the project to be undertaken by TfE. Scrutiny will be through both the TfE Board and directly by CEC in accordance with emerging guidelines for the governance of CEC Arms Length External Organisations (ALEOs).

The performance measurement framework will be regularly reviewed and adapted to any changes in role or responsibilities of TfE.

Core Outcome Monitoring will scrutinise our performance against the TfE outcomes.

Accessible Services	World Class Integration
Socially Inclusive Services	Economic Benefit
A healthy and sustainable city	Customer Satisfaction

Approach:

- Long-term focus (annual)
- Continuous improvement
- Qualitative and quantitative measurement
- Focus on customer and stakeholder outcomes

Focus Areas:

- Corporate Governance
- Value for money
- Annual Survey (trends)

Project Delivery Targets will be specific and readily measurable against business cases.

Park and Ride (TBC)	Cycle schemes (TBC)
Bus Station (TBC)	@Edintravel (TBC)
City Operations (TBC)	Wayfinding & Signage (TBC)

Approach:

- Short term delivery focus
- Specific targets
- Quantitative measurement
- Focus on outputs and expenditure

Focus Areas:

- Status reports
- Financial scrutiny
- Risk management
- Benefit measurement



ANNEX - CASE STUDIES

Case studies were conducted to illustrate the types of activities and opportunities that will be considered by TfE as part of its strategy delivery. The summaries below provide a flavour and direction of how TfE's objectives may be met and outcomes delivered. Each will be developed and taken forward, where relevant, according to its own business case and activity plan.



Car Club and Single Outcome Planning

Opportunity

TfE could support CEC and transport partners to ensure projects are integrated with transport and wider priorities. For example, when the City Car Club contract is renewed, TfE could ensure it fully considers emissions targets (such as using electric vehicles) and is located in areas which ensure it is well connected to the wider, integrated, low carbon network and multimodal interchanges.

Potential Benefit

This approach would ensure projects are delivered in the most effective way possible for TfE customers and the city. This would maximise the value of projects, and take advantage of opportunities to meet TfE's outcomes and objectives through effective integration.



City Operations and Increased Travel Demand

Opportunity

TfE could develop mechanisms to adapt transport operations to meet the changing demands of the city, such as during the peak summer visitor season. TfE would facilitate proactive planning for these periods, ensuring collaboration between partners and continually learning from experience, to cope with the added pressure on the fragile network.

Potential Benefit

This approach would ensure the City of Edinburgh can continue to thrive and grow as a cultural centre, enhance its reputation and encourage return visits.



Special Event Planning

Opportunity

TfE would provide a framework to assess and mitigate the impacts of special events. It would co-ordinate decision making around events, ensuring integration between operators. Joint City Operations and Travel Demand Management would keep the city moving during the events themselves.

Potential Benefit

More effective event planning would improve efficiency and reduce the negative impact of events on the city. It would maintain journey times and inform the public not participating in the event, when and how they are likely to be disrupted and most importantly what alternatives have been put in place.

ANNEX - CASE STUDIES



City Operations Co-ordination

Opportunity

TfE could maintain a comprehensive overview of road space works across the city. This would support collaboration across agencies to programme works efficiently in order to achieve the best outcomes for the city. TfE could act as ‘honest broker’ for road space allocation, mitigating disruption and balancing competing demands. TfE would support enforcement through its City Operations capability and coordination of activity.

Potential Benefit

The main benefit is reducing the impact of road works by improving co-ordination and reducing congestion. This would generate direct financial savings and improve the customer experience.



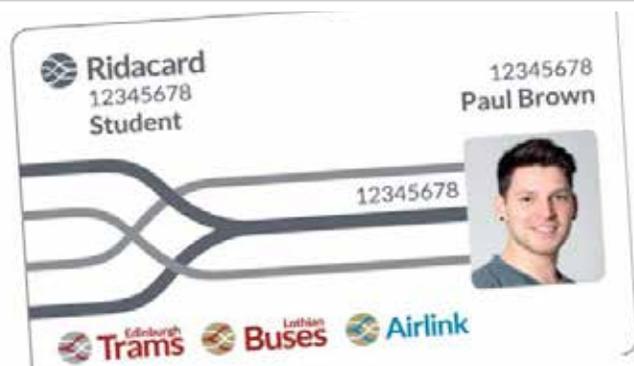
Strategic Investment and Informing Decisions

Opportunity

TfE would work to ensure funding such as City Deal, the European Union (while still available) and other sources are used most effectively. It would build deep travel behaviour expertise in order to inform and provide structure and evidence for funding decisions. TfE would act as an independent, expert advisor for transport decisions and/or take decisions where empowered to do so.

Potential Benefit

Supporting strategic investment would ensure funding is used in the best possible way to improve the entire network, allowing the city to fulfil its objectives and vision.



Integrated Ticketing

Opportunity

TfE would support the continued development of fully integrated, smart, electronic ticketing systems, i.e. contactless/Saltire. TfE would use such systems and data to improve the customer experience and inform strategic planning of transport for the city.

Potential Benefit

Smart, integrated ticketing would improve efficiency, generate new revenue streams and most significantly improve the customer experience. In addition, it would be easier to capture data about user behaviour to optimise the network. Data sharing protocols will support the provision of “big data” to better inform transport decisions.

ANNEX - CASE STUDIES



Edinburgh Travel

Opportunity

TfE could incorporate EdinTravel within a Travel Demand Management capability alongside multiple channels which would bring multiple benefits to the city; reducing congestion, improving the customer experience, and offering consistent messages across modes.

Potential Benefit

Improved TDM could encourage modal shift, generate efficiency savings across the network and improve the customer experience, especially when woven into a City Operations function.



Health and Social Care Transport

Opportunity

TfE could develop its role to bring NHS Lothian and other potential partners to the table. There may also be an opportunity for an additional revenue stream .

Potential Benefit

CEC and NHS Lothian could realise significant benefits from a fully integrated approach making full use of existing capability.



Integrated Wayfinding and Signage Strategy

Opportunity

Wayfinding would signpost connections between modes, encourage certain routes, destinations and potentially generate new patronage and revenue streams. The opportunity is not limited to fixed signage, but includes digital media and updated on-street information.

Potential Benefit

Improved wayfinding and signage would improve the public realm and visitor experience, could be used to promote modes such as active travel and public transport as part of a fully integrated network. New revenue streams could be created through advertising and promotion using the scheme.

ANNEX - CASE STUDIES



Horizontal Integration

Opportunity

TfE could support CEC to improve the strategy and planning process to ensure outcome / objective setting and delivery is in line with sector best practice. It would develop a fit for purpose Programme Management Office (PMO) for delivery and support to CEC to assure delivery of the city transport strategy and action plans. TfE would support delivery of any City Deal as principal integration agent and/or sponsor for transport in Edinburgh.

Potential Benefit

TfE would act as a “forcing function” to support the realisation of outcomes and improve decision support to CEC for investments, especially for horizontal integration of transport projects.



City Operations - Systems, Data, C3I2*

Opportunity

TfE could lead the development of a robust, fully integrated system for city transport operations and develop data collection and analytics in order to better inform decision making. This could be done in concert with upgrading and improvement of existing CCTV and other systems. With increasing demands on limited road space, it is an imperative to manage space efficiently. TfE would develop resilience and improve operational performance of the network through enhanced C3I2*.

Potential Benefit

Reduction in congestion, delays and improvement in reliability for the city, as well as efficiency savings through sharing infrastructure and co-locating resources. Proactive, not reactive, response to increasing congestion and incidents.



Incident Response (e.g. Haymarket Power Outage)

Opportunity

Through City Operations TfE could lead the city’s approach to transport disruptions. TfE would coordinate transport partners and other stakeholders to rapidly respond to incidents in order to maintain customer service.

TfE would develop cross-agency operating procedures and a continuous improvement approach. This approach will be resourced properly for business continuity in order to maintain accessibility and customer satisfaction.

Potential Benefit

Improved reliability and reduced congestion for customers. Confidence that the city has a dynamic system to anticipate and respond to incidents.

ANNEX - CASE STUDIES



Development Planning – Modal Shift

Opportunity

TfE would provide a coordination point for developers in the city region to ensure that transport requirements are met and that transport investment plans align well with the strategic development plan. TfE would bring consistency and manage expectations for Section 75 requirements and contributions.

TfE would develop and present a balanced case and ‘modally agnostic’ independent view of projects, informed by technical expertise and in consideration of the wider strategic vision. This independent view would help inform council decisions.

Potential Benefit

Investor confidence, avoidance of risk in development planning, improved working relationships with developers and stakeholders and increased customer satisfaction.



Marketing and Communications

Opportunity

TfE could integrate messaging across modes to ensure customers have consistent and high quality information on the modal options available to them for their journeys.

TfE would bring the TDM opportunity to bear on messaging across channels, to support customers to make informed choices based on decision factors and up to date information.

Potential Benefit

Improve mode share for public transport and active travel. Improve revenues across services, customer satisfaction rating would increase with consistent information plus contribute to TDM benefits.



Active Travel

Opportunity

TfE would champion Active Travel schemes such as potential bike hire projects. It would promote walking and cycling through its marketing and communication strategies wherever possible as part of the integrated network.

Potential Benefit

Increasing walking/cycling shares would reduce pressure on roads while encouraging healthy and sustainable travel. If fully integrated it will lead to modal shift to public transport away from single occupancy, private car use.

GLOSSARY

TfE Group

Transport for Edinburgh as parent company, with Lothian Buses and its subsidiaries (Airlink, Edinburgh Bus Tours, East Coast Buses, Lothian Country Buses) and Edinburgh Trams. Further information about the TfE Group is available at <http://transportforedinburgh.com/>

TDM

Transport Demand Management.

A range of means to reduce the demand for travel on the transport network, particularly private modes of travel, in order to facilitate increases in other modes such as public and active travel particular involving fewer trips or reduced distance.

Initiatives include measures to reduce the need for, or distance of, trips, may be achieved through spatial planning and mixing of residential, employment, and leisure uses in. Measures may also include travel information and education and behaviour change initiatives such as personal and employee travel planning.

Other measures include the suppression of travel through measures such as parking or access restrictions and controls, particularly at times or locations where demand is highest and outstrips available capacity, encouraging travel by other modes or at different times when demand is lower.

Specific environmental measures and reallocation and/or prioritisation of space to different users can promote lower emissions means of travel and vehicle types, and this may include permanent measures as well as live/'intelligent' traffic management.

City Operations

Initiatives ranging from the management of parking and roadworks, to the coordination of traffic information and control systems to enable the efficient movement of people and goods and the prioritisation of modes of travel towards the top of the sustainable transport hierarchy.

TfE Proposition

The overall suite of TfE's Vision, Objectives, Outcomes and Delivery Strategy.

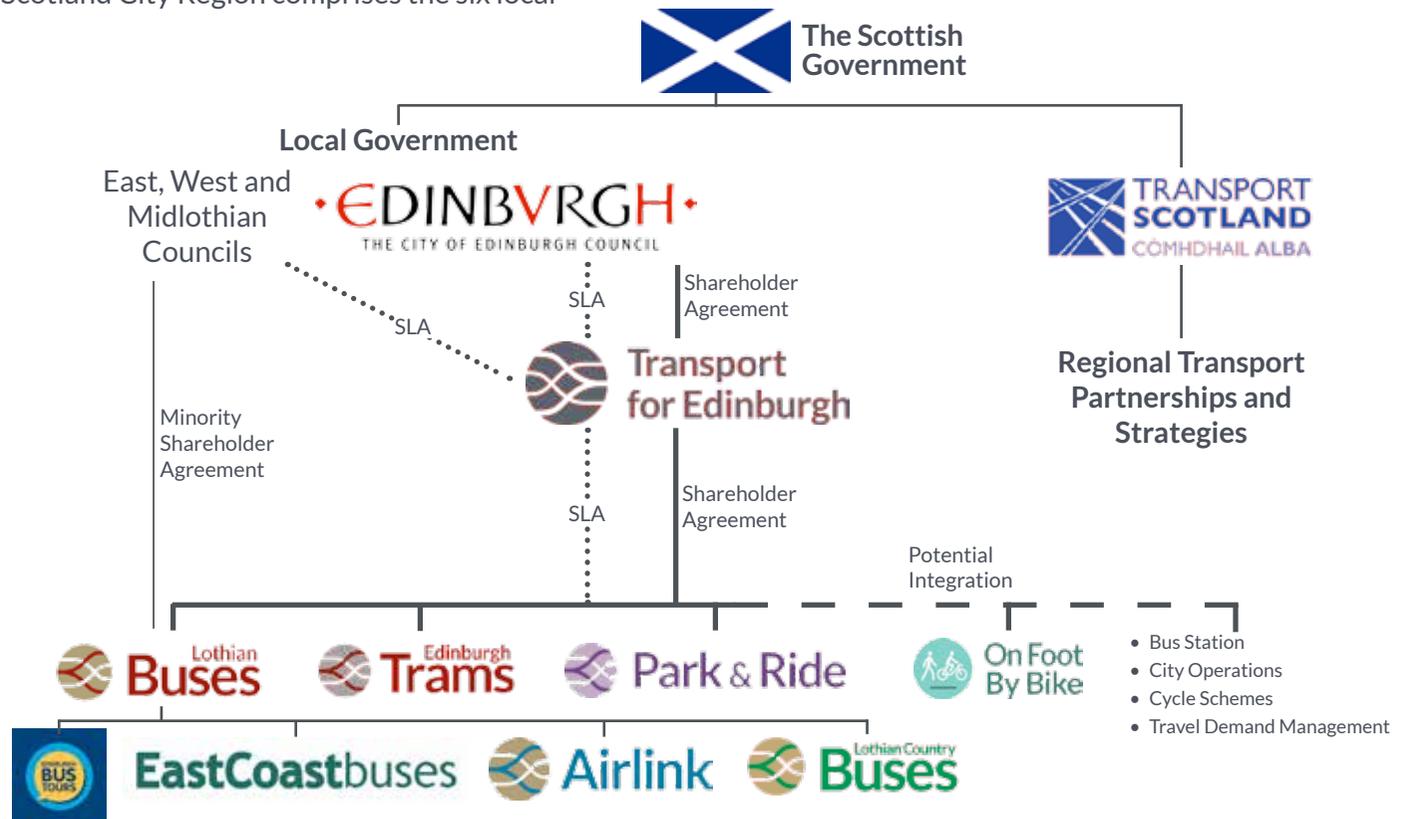
Edinburgh and South-East Scotland City Region/ City Deal:

The City Region Deal is a mechanism for accelerating growth by pulling in significant government investment. The Edinburgh and South-East Scotland City Region comprises the six local

authorities of East Lothian, Edinburgh, Fife, Midlothian, Scottish Borders, and West Lothian. Further information is available at <http://www.acceleratinggrowth.org.uk/>

ALEO

Arms Length External Organisation, that can be used by councils to deliver services. These include companies, such as TfE, that are separate from the local authority but have representation on the board of the organisation, e.g. the council being a main funder or shareholder of the organisation. Further information can be found in the Audit Scotland Report, "Arm's-length external organisations (ALEOs): are you getting it right?" available at http://www.audit-scotland.gov.uk/docs/local/2011/nr_110616_aleos.pdf



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NHS Lothian

PwC
Reading Buses
Revolutionall
Road Haulage Association
Scottish Cities Alliance
Scottish Enterprise
Scottish Fuel Cell Association
ScotRail
SEStran
Strathclyde Partnership for Transport
Sustrans
The Living Lab
The Road Haulage Association
Transform Scotland
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Transport for London
Transport Scotland
University of Edinburgh
Urban Transport Group
West Lothian Council*
WYG

*Not formal political/council response; Council Officer consultation

