SCOTS Business Plan 2019/20
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The Society of Chief Officers of Transportation in Scotland (SCOTS) provides the strategic direction for the 32 roads authorities, seven Regional Transport Partnerships and our wider colleagues in the transportation industry. Working collectively allows us to ensure that the country has an effective, efficient and improving transport system for all modes of travel whether this be walking, cycling, public transport or the use of vehicles to transport freight and people.

SCOTS recognises the importance of the value of our road and transport network to enable sustainable economic growth within the country.

The Business Plan sets out the approach that we will take through 2019/20 to ensure that we meet our vision of a “connected, inclusive and sustainable Scotland, delivered and supported by excellent transport infrastructure and dedicated, motivated and innovative transport professionals.”

There are a number of challenges ahead of us in 2019/20. These will include the impact of the United Kingdom exit from the European Union; the developing National Transport Strategy; the various Regional Transport Strategies and the impact these will have on the authorities current Local Transport Strategies.

The country continues to develop Economic Growth Deals whether in our cities or our regions and SCOTS will have a major contribution to play in this work.

The Transport (Scotland) Bill has already generated significant debate since it was introduced by the Cabinet Secretary for Finance and Constitution in June 2018. The Society will continue to engage with the relevant Parliamentary Committee to provide both written and verbal evidence. The Bill will deal with a number of challenges around low emission zones; allowing local transport authorities to have viable and flexible options to improve bus services; smart ticketing; raising the standard and improving the quality of roadworks and in particular banning pavement parking. SCOTS supports the principles of the Bill as it sets to make improvements to our road network.

Our transport networks are vital to facilitating economic prosperity, providing lifeline services to remote communities, ensuring mobility in our cities and towns; the expectation of our politicians and the travelling public is that these networks will operate efficiently and safely on a daily basis.

SCOTS will continue to engage with our colleagues in Economic Development; Planning; the Improvement Service; COSLA and Transport Scotland to make these improvements.

As SCOTS members, we will play an important role in delivering this improvement. There continues to be significant financial challenges ahead for us all. Our view is we will not be delivering reduced services within budget cuts. We will ensure that we work collaboratively to deliver improved services within the available budget. We are positive and we will address the various challenges ahead of us. We have many strengths and I am certain we will be successful.

The professional network in which SCOTS works will facilitate these opportunities and the activity of our various working groups is to the credit to us all. Our working groups provide the
foundation to allow SCOTS to continue to provide improving services. We cannot underestimate the significant level of collaboration you find in SCOTS and this will be continued.

The SCOTS Business Plan for 2019/20 sets out our priorities and demonstrates our ambitions for the future.

Stewart Turner, Chair of SCOTS
1. Introduction

The Society of Chief Officers of Transportation in Scotland (SCOTS) is a strategic body of transportation professionals covering Scotland’s 32 Councils and seven Regional Transport Partnerships, promoting excellence and innovation across the public transportation sector in Scotland. We provide a strategic advocacy role at a national level, whilst working collaboratively across a wide range of technical challenges and initiatives.

SCOTS members, as Chief Officers in each Council, have a key role in managing considerable physical assets, supporting and delivering local sustainable economic growth and opportunity, reducing the carbon footprint of our activities, and improving quality of life. We fully recognise that our work has a significant impact on the nation’s future wellbeing.

We have a clear understanding of the opportunities and barriers facing our communities, and the role that efficient and appropriate transportation has on local and national quality of life. As well as providing advice and technical expertise to Local Government Associations, we engage directly with Scottish Government and senior Civil Servants on transport-related policy development and initiatives, representing public sector interests across the roads and transportation sector.

Although our Members are predominantly from Scottish Local Authorities, we are closely affiliated with the Association of Directors of Environment Economy Planning and Transport (ADEPT), County Surveyors Society Wales, the Northern Ireland Road Service and the Heads of Planning Scotland (HoPS).

We regularly provide expert advice and contributions to Scottish Government Committees, investigations and programmes, including the Roads Collaboration Programme, the Roads Stakeholder Group, the Strategic Action Group (SAG), the ICE Municipals’ Group and UK Roads Research Board.

Through an outcome-focused approach, we aim to create strategic links to other sectors, developing new alliances and partnerships within our communities, and identifying new ways to fund and manage the roads assets.

OUR VISION

“A connected, inclusive and sustainable Scotland, delivered and supported by excellent transport infrastructure and dedicated, motivated and innovative transportation professionals”
This Business Plan seeks to inform SCOTS members and to others outwith the Society. It is focused around the following organisational objectives to:

- Promote the role of transportation in achieving local and national priorities and outcomes;
- Develop a greater understanding of the transportation needs in our communities;
- Encourage excellence in infrastructure management, development and delivery through collaboration and knowledge sharing;
- Implement a culture of continuous improvement;
- Provide professional and technical advocacy, and
- Promote co-ordination and consistency across transportation and the environment.

Our Mission Statement:

“SCOTS contributes to, and supports, economic, social and health priorities across Scotland through development and co-ordination of roads and transportation policy, promotion of managerial and technical excellence and the sharing of knowledge”
2. Strategic Context

Our objectives will be delivered through outcome-driven prioritised actions, focused on the Scottish Government’s National Priorities, and recognising the priorities and themes of national strategic documents including Scotland’s Economic Strategy, the National Planning Framework 3, the National Transport Strategy and National Road Safety Plan.

*Scotland’s Economic Strategy* sets out an overarching framework for how the Scottish Government aims to achieve a more productive, cohesive and fairer Scotland.

It forms the strategic plan for existing and all future Scottish Government policy.

It prioritises boosting investment and innovation, supporting inclusive growth and maintaining a focus on increasing internationalisation.

The approach to delivering the Strategy is underpinned by four priorities for sustainable growth:

- Investing in our people and our infrastructure in a sustainable way;
- Fostering a culture of innovation and research and development;
- Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion; and
- Promoting Scotland on the international stage to boost our trade and investment, influence and networks.
Investment—whether in people, infrastructure or businesses— is key to driving long-term improvements in competitiveness and in creating opportunities for everyone in society to benefit from these improvements.

Investment in infrastructure is vital for delivering high-valued public services, boosting connectivity and enabling businesses, households and communities to take advantage of the digital age.

The National Planning Framework 3 (NPF3) - is the spatial expression of the Government Economic Strategy, and the Government plans for infrastructure investment. NPF3 sets out an ambitious agenda to secure investment in Scotland’s unique assets.

NPF3 brings together plans and strategies in economic development, regeneration, energy, environment, climate change, transport and digital infrastructure to provide a coherent vision of how Scotland should evolve over the next 20 to 30 years. In turn, this vision will help to inform future policies and prioritise investment decisions.

The successful delivery of NPF3 will require an integrated approach from all involved in infrastructure planning, development and implementation. SCOTS will have a key role in this, to represent the transportation sector.

**NPF3 Vision**

- **a successful, sustainable place.** We have a growing low carbon economy which provides opportunities that are more fairly distributed between, and within, all our communities. We live in high quality, vibrant and sustainable places with enough, good quality homes.

- **a low carbon place.** We have seized the opportunities arising from our ambition to be a world leader in low carbon energy generation, both onshore and offshore. Our built environment is more energy efficient and produces less waste and we have largely decarbonised our travel.

- **a natural, resilient place.** Natural and cultural assets are respected, they are improving in condition and represent a sustainable economic, environmental and social resource for the nation. Our environment and infrastructure have become more resilient to the impacts of climate change.

- **a connected place.** The whole country has access to high-speed fixed and mobile digital networks. We make better use of our existing infrastructure, and have improved internal and international transport links to facilitate our ambition for growth and our commitment to an inclusive society.
A focus on national strategic outcomes and alignment with Scotland’s Economic Strategy will allow SCOTS to work in partnership with a range of other organisations and sectors, to fully integrate transportation into the long term strategic decision-making framework of Scotland and the wider UK.

This Business Plan links to a number of strategic national strategies and plans. These provide the direction for long-term planning and management of the roads and transportation infrastructure in Scotland.

In February 2019, the *Infrastructure Commission for Scotland* was established by Scottish Government to provide independent, informed advice on the nation’s vision, ambition and priorities to create a 30-year infrastructure strategy to meet the country’s future economic growth and societal needs.

This links to the Scottish Government’s new National Infrastructure Mission, which is a commitment to steadily increase annual investment so it is £1.56 billion more in 2025-26 than in 2019-20.

In May 2019, Scotland’s First Minister Nicola Sturgeon declared a “Climate Emergency”. This may result in changes to targets for reaching net-zero emissions, and has already resulted in a review of all Scottish Government policy, which will impact on the management of roads and transportation infrastructure in coming years.
3. Communication Governance

SCOTS has a significant need for effective communication, both within and outwith the Society. It is the responsibility of all SCOTS members and representatives to communicate essential information and data, using appropriate formats and within necessary timescales. This must ensure that information and messaging achieve the objectives of SCOTS.

Communication occurs at many levels within the Society, but will be led by the Executive Committee and coordinated by the Strategic Issues Group.

The Executive Committee oversees the strategic direction of the Society and scrutinises the information provided by the Liaison Committee. Reports presented to the Executive Committee are by exception or by success. This will allow risk to be managed and success to be acknowledged and celebrated. The Executive Committee filters strategic priorities based on direction from the Scottish Government, Stakeholders, Members, Local Government Associations and its own horizon scanning, so that the Liaison Committee can in turn determine what activity should take place, and decide on the most effective working group to take actions forward.

The Executive Committee will provide assurance to Elected Members, local government associations, Scottish Government, and other key stakeholders that SCOTS is adding value by supporting and informing the provision of high quality, efficient and cost effective transportation services and providing advice by and to its members and their authorities.

The Liaison Committee analyses the outputs, benefits and performance of the business delivery activity, and reports to the Executive Committee to assure them that key priorities and deliverables are being taken forward effectively, in a timely fashion, and without risk. The Liaison Committee, based on strategic direction and information being provided from the Executive Committee, decides on the nature of the business the Working Groups require to focus their efforts on, and ensure that Working Groups consider sustainability issues through all
areas of work, as well as providing a ‘horizon scanning’ function bringing emerging issues to SCOTS attention.

The Business Support function is provided by the Improvement Service, with whom SCOTS is working collaboratively and on delivering collaboration across transportation in Scotland.

The Working Groups undertake the work of developing and delivering key business requirements, the required outcomes and the actions which will achieve them.

Organisational Chart
4. Aims, Outcomes and Objectives

The following aims, outcomes and objectives are shared to demonstrate the role and remits of each SCOTS Committee and Group in delivering the Business Plan.

The aims are what the Committee/Group aims to achieve; the outcomes are the expected results and the objectives are how the aims will be achieved, e.g. through specific actions or outputs.

Executive Committee

The Executive Committee will:

- set and drive overall strategic direction and provide leadership in achieving the Society’s over-arching strategic and organisational objectives.

The following outcomes will be aimed for:

- A greater understanding of the transportation needs in our communities is developed;
- Excellence in infrastructure management, development and delivery through collaboration and knowledge sharing is encouraged;
- A culture of continuous improvement is implemented;
- Professional and technical advocacy is provided; and
- Co-ordination and consistency across transportation and the environment is promoted.

The following actions will be delivered in 2019/20:

- review and approve the Annual Business Plan, including the budget, for the Society and to ensure/oversee its delivery;
- make recommendations concerning matters of policy;
- consider the actions and recommendations of the Liaison Committee in so far as they affect strategic direction and policy;
- review the membership, workload and effectiveness of Liaison Committee and Working Groups;
- provide strategic input and leadership into the Roads Collaboration Programme and Roads Stakeholder Group;
- provide leadership to the public relations of the Society;
- provide all communication and liaison with Scottish Ministers, the Scottish Government, other Government Departments and Agencies, Local Government Associations and other organisations with a common interest in transportation; and
- undertake strategic liaison with other relevant bodies, including ADEPT; HoPS; Local Government Associations, DfT and APSE; and
- oversee development and submission of responses to calls for evidence and consultations, including the Infrastructure Commission for Scotland call for evidence and progression of Transport (Scotland) Bill and other Bills.
Formal membership of the Executive Committee will be confined to SCOTS Members; and invited Members will not have voting rights.

**Liaison Committee**

The Liaison Committee comprises the Chairs of the Society’s Working Groups together with a Secretary, Chair and Vice Chair – the latter two being Members and, ex officio, members of the Executive Committee.

The Committee will:

- develop and deliver the Society’s strategic Annual Business Plan and provide regular updates on progress;
- co-ordinate, support and report on the business undertaken by the Society’s Working Groups;
- manage liaison with national Working Groups;
- make recommendations to the Executive Committee concerning matters of policy; and
- provide advice to and deliver actions as directed by the Executive Committee concerning matters of policy.

The following outcomes will be aimed for:

- A greater understanding of the transportation needs in our communities is developed;
- The business of the Society is co-ordinated and effectively delivered;
- Working Groups are well supported and coordinated in delivering on the actions in the SCOTS Business Plan;
- The Executive Committee is well advised; and
- The Society responds to issues arising effectively.

The following actions will be delivered in 2019/20:

- develop and deliver the Society’s strategic Annual Business Plan and provide regular updates on progress to the Executive Committee; and
- co-ordinate and report on the business undertaken by the Liaison Committee and the Society’s Working Groups to the Executive Committee.

**Business Support**

A Business Support resource will:

- support the Executive and Liaison Committees;
- provide support for the development, co-ordination and implementation of the Business Plan;
- support the performance management arrangements across all groups;
- organise events and seminars for SCOTS as appropriate;
- deliver effective business arrangements for the Society;
- support the maintenance of the SCOTS website; and
support the communication activities.

**Working Groups**

The Executive Committee may set up Working Groups where it requires advice on special issues and when it would be appropriate for the matter not to be dealt with by the Liaison Committee. These Working Groups comprise representative practitioners, not necessarily members of SCOTS, but who are expert in the field of work being considered.

Where appropriate, each Working Group will be chaired by a member of SCOTS.

The working group Chair has the authority to provide expert advice on behalf of SCOTS in line with policy, co-opt Members for special purposes and to invite to the meetings of the Executive Committee any person considered appropriate to help with the discussions on a particular item.

Working group meetings will facilitate collaborations, and seek to deliver a consistent approach to practice and specification across their service areas, all across Scotland. The remits and roles of each current working group are shown below:

**a. Strategic Issues Group**

The Group will:

- maintain links on strategic issues with the Roads Collaboration Board, Roads Collaboration Programme and Roads Stakeholder Group (participate in Working Groups as appropriate);
- research and advise on service collaborations across Local Government to inform SCOTS members and facilitate SCOTS engagement with transformation programmes; and
- establish, develop, manage and deliver communications for SCOTS.

The following outcomes will be aimed for:

- The Society is well informed and fully engaged with the National Transport Strategy and other developing strategic issues

The following actions will be delivered in 2019/20:

- Overview Option 30 of the National Roads Maintenance Review and provide advice to the Liaison Committee/Executive Committee to facilitate a SCOTS ‘position’ on this issue;
- Engage with the Roads Collaboration Board, Roads Collaboration Programme and Roads Stakeholder Group (participate in Working Groups as appropriate) and provide advice on service collaborations;
- Research and advise on service collaborations across Local Government to inform SCOTS members and facilitate SCOTS engagement with transformation programmes;
- Establish and develop an annual communications programme for SCOTS;
Co-ordinate and review press-releases for approval by the Executive;  
Ensure the website is sufficiently developed and maintained; and  
Manage the SCOTS social media activity.

b. Asset Management Group

The Group will:

- enhance and expand the asset management framework of recommended practice;  
- support the implementation of the Code of Practice (CoP) for Well Managed Highway Infrastructure;  
- build practitioners’ asset management knowledge and capability;  
- provide data that can inform strategic RAM decision making;  
- enable councils to achieve greater efficiency and value for money in management of road assets;  
- monitor and support continuous improvement of asset management practice across all 32 councils; and  
- raise the profile of the SCOTS RAMP project within the wider Scottish and UK roads Community

The following outcomes will be aimed for:

- Councils have implemented a risk based policy for safety inspections that meets the recommendations of the CoP;  
- Increased attendance at RAMP workshops and feedback demonstrating high levels of satisfaction;  
- Increased practitioner participation in Focus Group Development activity;  
- Evidence of Councils’ improved RAMP practice with an increased number of core tasks assessed as being at a 'Consolidating' or 'Sustained' level as defined by SCOTS standards; and  
- Increased external profile of the RAMP Project

The following actions will be delivered in 2019/20:

- Make tools and guidance available to support asset management practice and the implementation of the CoP for Well Managed Highway Infrastructure;  
- Deliver a programme of RAMP development projects with inputs from SCOTS groups, Atkins consultancy and the RAMP Steering Group and Project Manager;  
- Map the RAMP framework to CoP recommendations and identify further support requirements;  
- Provide 1 RAMP Fundamentals workshop and 3 rounds of Asset Specific training workshops (annually);  
- Deliver Risk Based Safety Inspections training and competency assessments;  
- Provide opportunities for meaningful practitioner engagement and collaboration through: interactive workshops, Focus Group activity, and promotion of the Knowledge Hub; and  
c. Bridges Group

The Group will:

- improve the acquisition and exchange of knowledge and good practice in the management, design, construction, repair and maintenance of transport infrastructure (bridges, culverts, road tunnels, retaining walls and harbour structures); and
- maintain links with other organisations and agencies including the ADEPT and other national agencies.

The following outcomes will be aimed for:

- SCOTS members have a consistent knowledge of, and approach to, bridge and structural maintenance; and
- Bridges asset management is fully developed with RAMPs.

The following actions will be delivered in 2019/20:

- Continue to develop a common bridges asset management framework across Scotland by working with the Ramp Group;
- Continue to work with RAMP Group & Atkins on further identified bridges projects: 
  a) Joint Working Group set up to produce a Risk Based Works Prioritisation toolkit.
  b) SBG working group set up to look at reviewing & updating the 6ST cost projection spreadsheet.
- Maintain links with other organisations and agencies by regular attendance at meetings;
- Participate and represent SCOTS at UK Bridges Board, ADEPT National Bridges Group, UK Bridge Owners' Forum, and Scottish Road Research Board;
- Meet twice-yearly with Network Rail representatives;
- Continue to share best practice with each other and ADEPT NBG to develop ‘draft’ BICS which could be adapted for use by Local Authorities not participating in the LANTRA BICS process;
- Engage with the Asset Management Group to ensure the Code of Practice for Well Managed Highway Infrastructure is implemented by October 2018; and
- Continue to support bridge inspector training and certification by hosting training events and dissemination of information on BICS developments in other partner Local Authorities, and the LANTRA BICS.

d. Flood Risk Management Group

The Group will:

- improve the acquisition and exchange of knowledge and good practice in the sustainable management of flood risk in Scotland; and
- work collaboratively with partners to reduce overall flood risk sustainably in a plan-led and risk-based manner.

The following outcomes will be aimed for:
• All councils and responsible authorities deliver on the Flood Risk Management Plans for the first Flood Risk Management Planning cycle;
• All councils have more consistent approaches and deliver service sharing; and
• All councils and responsible authorities demonstrate a reduction in overall flood risk across Scotland.

The following actions will be delivered in 2019/20:

• Work with partners to reduce overall flood risk sustainably in a plan-led and risk-based manner, by implementing the various Flood Risk Management Plans and Surface Water Management Plans including funding arrangements to support implementation;
• Listen and share knowledge and good practice in flood risk management, and influence partner organisations;
• Support Councils in resourcing their flood risk and coast protection functions; and
• Engage with Transport Scotland and their Operating companies to more closely align network resilience and adaptation plans.

e. Performance and Benchmarking Group

The Group will:

• provide performance information across Scotland to assist Councils with benchmarking and evaluation of service effectiveness;
• facilitate comparisons of operational costs and rates between Councils and the private sector; and
• consider the output from relevant national reviews and provide guidance on optimum models for service sharing.

The following outcomes will be aimed for:

• SCOTS members use robust benchmarking across all Councils is undertaken to inform service delivery;
• SCOTS members use shared services where it is best to do so; and
• SCOTS members demonstrate that best value is being achieved.

The following actions will be delivered in 2019/20:

• publish robust benchmarking across all Councils;
• provide evidence that shared services are being delivered; and
• provide evidence that ‘best value’ is being achieved.

f. Research and Staff Development Group

The Group will:

• strategically manage research projects being taken forward by SCOTS; and
• oversee skills development, training and educational links.
The following outcomes will be aimed for:

- research is developed that improves understanding and knowledge of roads infrastructure and transportation networks;
- a skilled workforce is developed to manage roads assets now and in the future.

The following actions will be delivered in 2019/20:

- participate in the work of the Roads Maintenance Stakeholder Group and Roads Collaboration Programme;
- facilitate appropriate training events for all Scottish Councils’ and Transport Scotland staff, including the four day training modules;
- develop a generic SCOTS accredited Training Scheme for Technicians and Engineers;
- contribute and participate in Scottish Roads Research Board;
- plan and deliver the SCOTS annual training module;
- develop a generic accredited training scheme

g. Roads Group

The Group will:

- discuss and develop Codes of Practice / Standards / draft legislation / consultation documents in conjunction with Transport Scotland, UK Roads Board and its sub groups, Roads Works Development Group, Road Condition Management Group and the SCANNER Contractors Liaison Group;
- identify and disseminate best practice on national guidance and consultations;
- manage annual winter survey, inform on best practice in winter service and support Scottish Salt Group;
- work towards integrated master planning approach between planning and roads;
- liaise with national agencies;
- contribute to the work of the Development Control Working Group;
- consider opportunities for efficiencies in procurement and shared services between local authorities and with the trunk road network; and
- engage with the Asset Management Group to ensure the Code of Practice for Well Managed Highway Infrastructure is implemented.

The following outcomes will be aimed for:

- SCOTS members have adopted and use the National Roads Development Guidelines;
- SCOTS members deliver a consistent approach to winter service across Scotland; and
- SCOTS members have increased knowledge and technical awareness of road network management.

The following actions will be delivered in 2019/20:
• undertake and share through Winter Maintenance Sub Group an annual winter maintenance survey to provide performance information across Scotland to assist Councils with benchmarking and evaluation of winter service to allow standards to be compared and set;
• provide advice through Winter Maintenance Sub Group on guidance produced by National Winter Salt Research Group NWSRG and advise Scottish Councils on best practice;
• through the Winter Maintenance Sub Group seek membership of NWSRG on behalf of SCOTS to influence NWSRG work;
• continue through Winter Maintenance Sub Group to encourage Councils to complete returns to the National Salt portal;
• review through Winter Maintenance Sub Group existing SCOTS Winter Performance Indicators and advise the SCOTS Performance Management and Benchmarking Group of their suitability and how they could be improved and developed;
• review through Winter Maintenance Sub Group existing SCOTS Winter Performance Indicators and advise the SCOTS Performance Management and Benchmarking Group of their suitability and how they could be improved and developed;
• update through the Development Control Working Group guidelines and respond to requests for information and questions from Councils and developers, etc.
• through the Development Control Working Group liaise with appropriate bodies and national agencies;
• review the Well Managed Code of Practice to ensure that councils are on track regarding adoption offering advice where possible; and
• support and participate in learning opportunities regarding road network management and to disseminate associated knowledge – contributing to the Transport Pavement Forum, the Scottish Road Research Board, the UK Roads Board and sub groups and to contribute to national guidance and consultations specifically in the coming year the Transport Bill.

h. Street Lighting Group

The Committee will:
• seek opportunities to improve and update knowledge, and to share expertise, across all areas of street lighting for the whole of Scotland’s road network.

The following outcomes will be aimed for:
• SCOTS members have an informed long term strategy for street lighting improvement and maintenance to reduce energy consumption; and
• SCOTS members procure services and maintain lighting apparatus consistently.

The following actions will be delivered in 2019/20:
• improve data collection and performance information consistent for all Councils;
• consider opportunities for efficiencies in design, specification, procurement and collaborations;
• consider alternative funding opportunities for street lighting;
• develop a financial energy management framework tool;
• liaise with Procurement Scotland to improve understanding on energy costs; and
• engage with the Asset Management Group to ensure the Code of Practice for Well Managed Highway Infrastructure is implemented.

i. Transportation Group

The Group will:

• develop and implement national policy / priorities on transportation in general, working with Transport Scotland and other professional bodies;
• respond to national policy documents and consultations;
• consider the emerging governance framework for transport and monitor & evaluate its impact;
• ensure alignment between transport, planning and economic development objectives along with the implementation of projects through the various city region and growth deals;
• lead on future scenario planning with a focus on emerging technologies and skills for transportation professionals;
• research local authority approaches to climate change as it affects transport, including traffic growth reduction and links to economic development;
• research and promote links between active travel and health and regeneration strategies;
• research and promote opportunities for funding strategic infrastructure projects, liaising with Heads of Planning, Economic Development and Property/Infrastructure as appropriate; and
• research and promote the themes of equalities and accessibility in transportation and particularly as these themes relate to the policy driver of ‘inclusive growth’.

The following outcomes will be aimed for:

• SCOTS is a well informed and influential organisation with respect to all aspects of transportation policy, planning, regeneration and climate change.

The following actions will be delivered in 2019/20:

• continue to lead SCOTS response to Transport Bill;
• continue to represent SCOTS on National Transport Strategy Review (NTS2) Strategic Framework Group and Review Board;
• continue to represent SCOTS on Strategic Transport Projects Review (STPR2), including the emerging outcomes from the Enterprise and Skills Review and city and regional deals;
• continue to lead SCOTS response to Planning Bill;
• represent SCOTS in consideration of the Active Travel Framework/Taskforce with Transport Scotland, including Active Travel Sub-group; and
• represent SCOTS in consideration of the New Cycling Offences Consultation and Cycling and Walking Investment Strategy Safety Review.
j. Traffic and Road Safety Group

The Group will:

• seek opportunities to improve and update knowledge, and to share expertise, across all areas of road safety and traffic management for the whole of Scotland’s road network.

The following outcomes will be aimed for:

• SCOTS members have a high level of understanding of road safety and traffic management issues nationally and locally
• SCOTS members develop and deliver effective road safety initiatives to contribute to achievement of national casualty reduction target

The following actions will be delivered in 2019/20:

• respond to policy documents and consultations relating to road safety and reduction of accidents and injuries on Scotland’s roads;
• monitor and respond to road casualty statistics for Scotland;
• participate in the Road Safety Framework Partnership Board and Operational Group;
• work with Transportation Group on Active Travel Sub-group;
• lead SCOTS response to 20mph Bill; and
• support SCOTS response to Transport (Scotland) Bill, including pavement and double parking parts.
5. Progress and Achievements

These Action Plans play a pivotal role in the Society’s overall performance management framework. They are the link documents by which each Working Group can show the key actions that they are taking forward and demonstrate progress and achievements.

Each group, twice per year will report to the Executive, providing an overview of performance across their areas of work in relation to the stated annual outcomes and objectives. Annual overview reports highlighting actions and achievements will also be provided to the SCOTS Annual General Meeting.