ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing & Infrastructure
DATE	12 April 2017
REPORT TITLE	Roads Asset Data Collection
REPORT NUMBER	CHI/17/083
INTERIM DIRECTOR	Bernadette Marjoram
REPORT AUTHOR	Mike Cheyne

1. PURPOSE OF REPORT:-

The purpose of this report is to provide Committee with an update on the progress of the improvement actions established as part of the Roads Asset Management Plan (RAMP) approved by Committee on 20 January 2016 and request permission to tender through the Crown Commercial Services G-Cloud framework as the preferred procurement method, with a full OJEU tender process available as a secondary option if required.

2. RECOMMENDATION(S)

The Committee is asked to:

(a) note the implementation of the attached action plan in appendix 1;

(b) approve the procurement of a Software-as-a-Service (SaaS) Specialised Scanner Survey and Data Extraction Service for the collection of the outstanding data associated with Aberdeen City Council's core roads assets, which will improve our inventory records and result in a greater level of accuracy in the data currently held on the roads infrastructure, and;

(c) approve the procurement of a SaaS Visualised Asset Management Platform on a 4+1 Contract, which will support the development of a long term investment and maintenance strategies and the development of a scenario planning process for informing future investment decisions on the roads.

(d) delegate authority to the Head of Public Infrastructure and Environment following consultation with the Head of Commercial and Procurement Services, to undertake a tender process for the procurement and thereafter award of a contracts for Road Asset Data Collection;

(e) delegate authority to the Head of Commercial and Procurement Services, to conclude a contract with the successful tender bidder(s); and

(f) approve the total estimated expenditure of £200,000 as detailed in this report."

3. BACKGROUND/MAIN ISSUES / OTHER HEADINGS AS APPROPRIATE

The CIPFA Code of Practice and the latest Highways Infrastructure Asset Management Guidance both highlight a need for condition data to be available across all highways assets to assist with providing accurate Gross Replacement Costs (GRC), Depreciated Replacement Costs (DRC) and the Annualised Depreciation Cost (ADC) for the Roads Infrastructure and associated assets.

The internal audits carried out by the Consultant exp in 2015 and 2016 on the progress being made to implement an Enterprise Asset Management (EAM) by approach that focuses on the time, effort and resources required to achieve optimal total business impact through the performance of the roads assets. The assessment highlighted the need for a methodical, structured and disciplined approach to the way in which the Council collects; stores and utilises the data associated with the roads infrastructure that will improve the performance of the roads assets.

The assessment also revealed several areas for improvement which are detailed in the attached improvement action plan (Appendix 1) with the action to improve asset data shown in action point 8. Improving the accuracy of the data through the use of a SaaS Scanner Survey will provide a robust baseline that can be updated with the record of all future works, inspections and condition assessments that are carried out on the road network.

The procurement of a SaaS Specialised Scanner Survey and Visualised Asset Management Platform will improve the prioritisation and decision making process based on the analysis of different budget scenarios. The system utilising agreed deterioration parameters and intervention levels will produce a comprehensive programme of work using various scheme selections and available treatment types. The improved access to information across all asset types will ensure that investment in the road network is maximised to reduce future maintenance costs, assist the drive for continuous improvement and ensure value for money is achieved.

Utilisation of systems such as these will introduce scenario planning into the management process for the development of multi-year programmes of work. This will assist with the development of effective maintenance strategies generated from improved data analysis and will also improve the prioritisation and decision making process of financial investment in the road network, by contributing overall to the effective management of resources.

The procurement of a SaaS Specialised Scanner Survey and Visualised Asset Management Platform will also enable the Council to meet its statutory financial

reporting requirement on the value of the Roads Asset for which the Council, as Roads Authority, has a statutory responsibility for managing and maintaining.

4. FINANCIAL IMPLICATIONS

The financial implications associated with the procurement of the specialised scanner survey and digital extraction of core roads assets provided as a Software-as-a-Service (SaaS) will be funded from the Roads Services Revenue budgets. The annual licence fees for the Visualised Asset Management Platform over the length of the contract period will be met from the Roads Services annual revenue budget thereafter.

The estimated costs associated with the procurement of each of the elements are as follows;

(a) Specialised scanner survey and digital extraction of core roads assets Implementation Cost– £200k (Spend profile for obtaining the survey will be split over two years and be subject to the confirmed budget availability prior to purchase)

(b) Annual licence fee for the SaaS Visualised Asset Management Platform - £30k – Recurring Cost

5. LEGAL IMPLICATIONS

There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Risk	Timescale	Risk Level	Mitigation/Controls
Financial Risk: The Council is open to financial risk associated with the management and maintenance of the roads infrastructure and associated assets if it is not fully aware of the condition of these assets.	Length of Contract	Medium	Adopting an approach that embraces a move towards the use of new digital asset management systems, the Council will significantly reduce the financial risk to which it is subjected when performing its statutory obligation as a Roads Authority
Employee Risk: The introduction of new systems and processes will impact on staff time at the introductory phase of the project.	Length of Contract	Medium	Appropriate training on the systems will be provided as part of the contract
Customer/citizen Risk: Customer expectations on the level of service that the Council provides has increased significantly and is forecast to increase with the creation of the digital My Account system that is being introduced	Length of Contract	Medium	The increased level of transparency offered by the system will improve the customer experience through the ability to present longer term

			investment strategies that contribute to reducing the level of public liability to which the Council is exposed.
Environmental Risk: Ineffective maintenance strategies negatively impact the natural environment, through inefficient processes being adopted.	Length of Contract	High	The Council will contribute to protecting the environment by effectively managing the maintenance undertaken on the roads infrastructure and associated assets
Technological Risk: The lack of technological solutions will prevent the Council from achieving its strategic objective of "Being Digital"	Length of Contract	High	The increased use of digital technology will also reduce the risk associated with data collection, by reducing the need for manual collection of this information
Legal Risk: There are no legal risks associated with the procurement of this contract. However, the council is subject to public liability claims from customers	Length of Contract	Medium	The use of a SaaS data management system and visulalised asset management platform will reduce the potential of public liability claims being raised against the Council
Reputational: The Council may be subject to criticism for not embracing the move towards the use of new technologies	Length of Contract	Low	The introduction of a SaaS data management system and visulalised asset management platform with demonstrate the Councils commitment to continuous improvement

7. IMPACT SECTION

The procurement of a new digital asset management system such as this supports the strategic objective set by Aberdeen City Councils of 'Being Digital', which sets out a new path for staff and challenges them to change how services are currently delivered. The functionality offered by the SaaS Specialised Scanner Survey and Visualised Asset Management Platform will enhance Aberdeen City's Roads Services ability to integrate with existing Council systems, increasing the Councils data sharing capabilities which will contribute significantly to enhancing the customer experience, both internal and external.

Economy

Adopting a new digital system that can fully integrate with other Council systems will significantly reduce the level of duplication that currently exists when producing the annual programme of work. The availability of robust roads asset data will provide the opportunity to improve current working practices and procedures. The ability to record, monitor and review robust roads asset data will also enable Roads Officers to introduce a new strategic scenario planning based approach for managing the roads infrastructure.

The ability to improve Business Process Management (BPM) that considers budgets, stakeholder requirements, asset performance targets and maintenance strategies when preparing annual or multi-year maintenance programmes and future modelling scenarios, will enhance the customer experience. The increased performance associated with the management of the roads infrastructure and associated assets, will also contribute to supporting economic regeneration, by the improved investment strategies that are developed as a result of the introduction of a SaaS Specialised Scanner Survey and Visualised Asset Management Platform.

People

Aberdeen City Council is embarking on a major digital transformation journey, with a vison to optimise the use of digital technologies. The services and systems proposed by Roads Services comply with all of the requirements set out by the Council and supports the move towards an Enterprise Application Integration (EAI) environment that will enable efficient data sharing across all relevant Internal Stakeholders. The effective use of data that will be available through the introduction of systems such as this, will streamline the management practices and processes associated with the management and maintenance of the roads infrastructure.

Place

Aberdeen City Council currently has a limited amount of data for the core roads assets, which is stored on systems that do not provide the degree of collaboration expected and are a number of areas where improvements to data management would be extremely beneficial. The use of paper records and the referencing of location for some items using text descriptions severely limit the ability to analyse data and use it in a constructive way to support the service.

Therefore, there is now a requirement to procure a more efficient method of collecting storing and utilising the data. The procurement of the specialised scanner survey and SaaS Visualised Asset Management Platform will enhance Roads Services ability to integrate with existing Council systems, increasing the Councils data sharing capabilities which will contribute significantly to enhancing the customer experience, both internal and external.

The scope of the project is to procure a SaaS Specialised Scanner Survey and Visualised Asset Management Platform to implement a robust regime of preventative maintenance throughout the infrastructure using the most appropriate cost effective treatment. This will prevent the need to utilise significantly more expensive

treatment methods, while maximising the level of spend against the level of treatment required. Further development of the lifecycle plans for the infrastructure assets will focus on achieving a better long term outcome for the network as a whole.

The long term investment strategy developed as a result of having the ability to promote multi-year programme of works will contribute to the effective management of resources and deliver efficiencies by improving service delivery through the development of improved maintenance strategies. Utilisation of systems such as these will also contribute to significantly increasing Roads Officers ability to effectively plan works and reduce the impact of road maintenance on the community.

Technology

The improved data management practice afforded by the systems will increase the level of transparency available to those with appropriate level of access, creating an environment that promotes increased internal collaboration that will deliver further efficiencies to the Council. The ability to effectively interrogate the asset data will enable the development and implementation of new and improved working practices. The systems support a robust performance management approach to the way that the roads assets will be managed. The transition will increase the Value for Money in the way in which services are currently delivered, by improving the overall performance of the Roads Service.

ISO 9001 is a certified quality management system (QMS) for organisations who want to prove their ability to consistently provide products and services that meet the needs of their customers and other relevant stakeholders. Aberdeen City Council Roads Services are currently accredited with ISO 9001 and adoption of a visualised asset management system will support the services drive for continuous improvement, through a quality management approach that meets customer requirements while striving to exceed their expectations.

The development of an asset management system that assists the Council to improve how it manages the roads infrastructure assets will contribute to the requirements set out for achieving the ISO 55001 accreditation for asset management. Achieving a globally recognised asset management accreditation demonstrates a clear intention to improve the way services are provided to our customers and stakeholders, by the level of commitment demonstrated by staff to embrace change.

8. BACKGROUND PAPERS

- Aberdeen City Council Roads Asset Management Plan;

http://councilcommittees.acc.gov.uk/documents/g4319/Public%20reports%20pack%2024th-Jan2017%2014.00%20Communities%20Housing%20and%20Infrastructure%20Committee.pdf?T=10

- Business Case for a SaaS Specialised Scanner Survey and Visualised Asset Management Platform,(Appendix 2)

9. APPENDICES (if applicable)

Appendix 1: RAMP Strategic Activities Improvement Action Plan
Appendix 2 Business Case

10. REPORT AUTHOR DETAILS

Name: Mike Cheyne
Job Title: Roads Infrastructure Manager
Email address: mcheyne@aberdeencity.gov.uk
Phone number: 01224 522984

HEAD OF SERVICE DETAILS

Name: Mark Reilly
Job title: Head of Public Infrastructure and Environment.
Email address: mareilly@aberdeencity.gov.uk
Phone number: 01224 523096