

## Highways System Replacement

To: Strategy and Resources Committee

Meeting Date: 27 June 2022

From: Director of Customer and Digital Services

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2022/087

Outcome: The Strategy and Resources Committee is being asked to approve the requirement to go out to tender for the Highways IT System Replacement Project which will implement a replacement system for Insight, the contract for which expires April 2023. A fit-for-purpose Highways IT system is critical for continued compliance with statutory duties and obligations for our Highways Services.

The expected outcomes are a new system, or systems, that meet the needs of the Highways Service, and the introduction of efficiencies within the Service which will enable staff and resources to be deployed more efficiently.

Recommendation: The Strategy and Resources Committee is asked to:

- a) Approve the requirement to go out to tender for the new Highways IT system, the cost of which is likely to exceed £500,000 and to give permission to proceed with the procurement of the required system; and
- b) Agree to delegate the decision to award these contracts to the Section 151 Officer in consultation with the Chair and Vice Chair of the Strategy and Resources Committee.

### Officer contact:

Name: Jon Munslow and Chris Stromberg

Post: Assistant Director of Highways and Head of Business & Digital Systems

Email: [jon.munslow@cambridgeshire.gov.uk](mailto:jon.munslow@cambridgeshire.gov.uk); [chris.stromberg@cambridgeshire.gov.uk](mailto:chris.stromberg@cambridgeshire.gov.uk)

Tel: 01223 715654

### Member contacts:

Names: Councillors Lucy Nethsingha and Cllr Elisa Meschini

Post: Chair/Vice-Chair

[lucy.nethsingha@cambridgeshire.gov.uk](mailto:lucy.nethsingha@cambridgeshire.gov.uk); [elisa.meschini@cambridgeshire.gov.uk](mailto:elisa.meschini@cambridgeshire.gov.uk)

Tel: 01223 706398

## 1. Background

- 1.1 The Highways service look after the asset management of our county highways as well as related customer services, street works, road maintenance and seasonal work (such as gritting and grass cutting). These various activities are managed through a single IT system that controls booking and management of resources. Currently, the Council use a locally hosted software application called Symology Insight. The software is used under a rolling contract with Symology and the contract renewal date is 1st April annually.
- 1.2 The ambition for the future is to have a system that can provide efficient access to the data required to maintain the counties highways. The new system will provide improved management information reports. The new system will substantially increase our ability to engage and feedback to customers.
- 1.3 The intention is to re-tender during 2022/23, identify and implement during 2022/23 and 2023/24 a robust and extensive system to support highways processes. A soft market test has already been carried out to identify potential suppliers and assist with finalising the requirements.
- 1.4 A new system(s) will be procured to facilitate information sharing; to remove manual data entry; to improve data quality; and to provide effective electronic communications within the Highways service, with residents and others working in and with Highways Services. The introduction of self-service, automation and the ability to pass work onto others within and across services, will reduce the administrative burden on staff.
- 1.5 Through the procurement of this system(s), a financial review and cost analysis will be undertaken to ensure accurate costings and spend are reported to Capital Programme Board.

## 2. Main Issues

- 2.1 Overall the Highways Systems replacement project will address the complexities of the current system, improving our ability to maintain the County's highways.
- 2.2 Following a review of all the information flows in the Highways Service there is a strong case to ensure that the IT systems used are not only robust and efficient but integrated to allow sharing of relevant information within the Highways service and with partner organisations.
- 2.3 Working with colleagues in Procurement and Legal we have identified that full competitive tender is the best approach to ensure regulatory compliance, value for money and a high-quality product for the Local Authority. A 'soft market test', to identify the ability of the market to meet our needs, confirmed that multiple suppliers exist who can supply a suitable product. Preparatory work has taken place on the business and technical specification for this award so we are confident that it can be achieved in the timeframe proposed by the programme.
- 2.4 The detailed costs and anticipated savings are to be determined, as we have yet to complete the procurement exercise. Capital budget has been allocated for implementation and one-off costs, and depending on the awarded solution, there may be a requirement for additional revenue to fund the annual licence costs.

2.5 We will engage with appropriate Members through workshops to ensure public engagement requirements are understood, met and delivered.

2.6 Highways Asset Management is a relative niche and specialist area with a small number of well-established focused suppliers. Potential suppliers will be assessed and their products benchmarked against a clear specification criteria that includes future forecast needs to support service improvement and meet changing demands and needs. The council does not have internal capability or capacity to design and develop a bespoke system so would have to procure a specialist company which is likely to be one of those already supplying the highways systems market. In addition, internally developing a bespoke system requires long term investment in resources to ensure any statutory changes are developed tested and deployed. With a supplied system, these changes are developed for all of the supplier customers, so will be timely, cost effective, and supported. Bespoke development for small, non-critical products is acceptable (and encouraged in some circumstances), but not a solution so large and varied, delivering statutory requirements to a large audience.

### 3. Alignment with corporate priorities

#### 3.1 Environment and Sustainability

- Removing the production of paper, enabling more efficient data communication.

#### 3.2 Health and Care

There are no significant implications for this priority.

#### 3.3 Places and Communities

- Increased opportunity for self-service through secure on-line portals helping communities report and monitor highway related issues

#### 3.4 Children and Young People

There are no significant implications for this priority

#### 3.5 Transport

- Helping reduce carbon emissions through smarter management of highway repairs and traffic movement

### 4. Significant Implications

#### 4.1 Resource Implications

The following bullet points set out details of significant implications identified by officers:

- Capital and revenue costs for Cambridgeshire County Council: 2022/23 & 2023/24 - c£500,000
- Delivering value for money: Increased efficiency and effectiveness in the delivery of services. Positive impact on Local Authority performance. Improved compliance with statutory duties.

#### 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The following bullet point sets out details of significant implications identified by officers:

- Please refer to section 2. All IT systems purchased by the programme have or will go through a full tender process supported by the procurement and legal teams already attending its governance boards to ensure all council procedure and contract rules are followed.

#### 4.3 Statutory, Legal and Risk Implications

The following bullet points set out details of significant implications identified by officers:

- Please refer to section 2. For compliance with statutory duties and regulations it is essential for the authority to share, manage and maintain data and information related to provision of Highways services
- Were the authority to cease to use the current system and fail to replace it, there would be risks of reputational damage and failure in the delivery of statutory duties.
- There would be risks of GDPR non-compliance and an increased risk of data breaches in the absence of a robust, secure system.
- Without an effective system, there would be an increased risk of staff turnover due to frustration over a lack of accurate information and the requirement to check data multiple times.
- There are risks of financial loss through manual errors in financial data entry were there not to be a well-designed system in place.

#### 4.4 Equality and Diversity Implications

The following bullet point sets out details of significant implications identified by officers:

- The aim of the new system(s) is to provide improved access to services by all communities particularly its use of portals enabling people to self-serve and receive feedback on issues raised, and to increase access to all.

#### 4.5 Engagement and Communications Implications

The following bullet points set out details of significant implications identified by officers:

- The system will provide improved communication with residents and partner organisations involved in the delivery of Highways services.
- Improved timeliness of information exchanged with partner organisations will improve statutory compliance and help with intervention where this is required.

#### 4.6 Localism and Local Member Involvement

A workshop will be organised for all Members in July to enable them to comment on any future Highways IT System.

#### 4.7 Public Health Implications

There are no significant implications within this category.

#### 4.8 Environment and Climate Change Implications

- All projects within this programme will complete a climate change impact assessment at each stage.

Have the resource implications been cleared by Finance? Yes  
Name of Financial Officer: Helen Boutell/Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes  
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal Services? Yes  
Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes  
Name of Officer: Jon Munslow

Have any engagement and communication implications been cleared by Communications?  
No

Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No

Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health? No  
Name of Officer: Not applicable

4.9 If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes  
Name of Officer: Emily Bolton

## 5. Source documents

5.1 No source documents