



# Assuring Performance from Asset Management

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# SCOTS

The Scottish Collaboration of Transportation Specialists (SCOTS) is a strategic collaborative body representing Scotland's 32 local authorities and seven regional transport partnerships. Playing a pivotal role in the design, delivery and maintenance of the nations transport systems, SCOTS contributes to innovation and performance improvement across the network.

We do this through:

- Influencing transportation policy
  - Developing professionals through training, research, and best practice
  - Enhancing and protecting the built and natural environments
  - Improving safety through innovation and design
  - Identifying ways to move people and goods more sustainably
  - Looking after the nations transport assets

# Our Roads Assets

- 99% of journeys made start or end on the local road network. Our network facilitates our way of life with local authority carriageways spanning over 56,000 KM – ie one and a half times round the globe. The steady state budget is the cost to maintaining the carriageway network (accounting for annual deterioration) in its current condition for ten years. Back in 2023, the total annual steady state budget for 2023 was £333.0 million.
- Whilst carriageways may be our biggest and most expensive asset to maintain, our remit is much much wider, bridges, cycleways, gullies, traffic signals....
- Audit Scotland had previously noted that we were entering (ie we are right in it now!) the most difficult budget setting context for many years how can we assure performance from asset management when demand and complexities continue to grow?

# Data & Performance

- What are our Key Performance Indicators? How are we measuring, monitoring and reporting our performance?
- What data do we collect?
- How complete is our asset inventory and condition data?
- Where do we collect it from?
- How do we use it?
- Is it understood by our audience(s) ?

# Resources

- People, Skills and Resources – how can we effectively assure performance from our assets without the right people to deliver?
- Major loss of skill and experience ongoing in Councils - 40% of people over 50 years old – our professional resilience increasingly fragile.
- Advertising, attracting and retaining our people
- Succession planning and on the job knowledge sharing
- Formal training via external organisations and continuing professional development

# Innovation & Technology

- Leverage asset performance management software and systems to track and analyse performance – these tools can provide insights into asset health and predict failures. Can AI do this for us and help predict future maintenance needs?
- GIS Integration – mapping to provide visual representation of asset condition and work orders. Aerial and LiDAR Surveys - enabling rapid high-resolution inspection of difficult to access areas to supporting monitoring of critical infrastructure
- BUT also processes and procedures - “the way we do things around here” – ie approaches to Winter Maintenance
- The better the insights, the easier these can be translated to actionable decision making

# Communication & Risk

- Involve internal and external stakeholders in the asset management process. Their input can provide valuable perspectives and help in aligning asset management objectives with organizational goals
- How effective is our communication and tools for communication – ie use of ASORs? Can we make our audiences understanding and even further, can we influence them through these?
- Similarly, how well do we understand and communicate risk, any mitigating options or the prevailing tolerance to risk in our organisation and across our assets?
- We understand effective risk management balances safety with budget constraints. Proactive maintenance at moderate risk levels is more cost-effective than emergency repairs – but what do budgets allow?

# Collaboration

- To go full circle – its back to the SCOTS vision - we are one of the most successful examples of a collaborative, multi-organisational project and our collective voice has greater impact than an single one.
- The Roads Asset Management Project – its training and development stands
- The SCOTS Working Groups
- Working with external stakeholders (Transport Scotland) to look collectively at the future of road condition measurement
- State of the Nation Report



# Thank-You & Questions

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