Highway Infrastructure
Asset Management Strategy
2016 to 2018

We fixed **33,364** potholes on our roads last year

Our highways team dealt with **643** call outs last year

related to trees falling on the road

We safely transport **7000** children to school safely every day

Our gritters went out **58 times** last year helping to keep you safe and traffic moving

We look after **2,555 miles** of walking, riding and cycle paths

— almost twice the length of the Great Wall of China

We look after **748 bridges** along our highway

We look after **2,486 miles of roads** the same distance as driving from Chichester to Glasgow **5½ times**.

312kms of broadband fibre has been laid across the county, giving **55,000 homes and businesses faster internet**
Highway Infrastructure Asset Management Strategy Review

This strategy and the Highway Infrastructure Asset Management Policy, will be reviewed annually, updated and re-published as part of the Highway and Transport quality processes.
The importance of Highway Infrastructure to West Sussex
The benefits of an Asset Management approach
Asset Management Policy and Strategy
Service and Contract Delivery Approach
Vision
**Strategic and Service Delivery Objectives (Fig. 1)**

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The importance of Highway Infrastructure to West Sussex

The highway infrastructure in West Sussex provides an important and vital contribution in creating a county of growth and opportunity where everyone thrives. As well as meeting the needs of local communities and supporting the requirements of businesses, the local highway network supports three key economic sub-areas that make up the County and are included in the Coast to Capital Local Enterprise Partnership:

- Coastal West Sussex
- Gatwick Diamond
- Rural West Sussex

The West Sussex Transport Plan - 2011 to 2026 explains how a range of different initiatives and interventions, and all modes of transport, come together using four strategies to inform our approach to the three economic areas. These four strategies seek to deliver our priorities and respond to local circumstances.

- Economic Growth Strategy
- Climate Change Strategy
- Accessibility Strategy
- Safety, Health & Security Strategy

The local highway network is the most valuable publically owned asset managed by West Sussex County Council. With a total replacement cost of £17.1 billion, the importance of effective and efficient management cannot be understated.

The benefits of an Asset Management approach

Our strategic approach to Asset Management seeks to optimise the value of West Sussex’s highway infrastructure over its whole life. To deliver our Asset Management approach effectively we will:

- facilitate decision making by supporting engineering judgement with financial, economic and engineering analysis
- enable understanding and management of whole life costs and asset performance
- provide data and evidence for effective and sustainable investment and maintenance decisions

Effective long term planning and forecasting of asset performance can minimise and prevent expensive short-term repairs. Strategic asset processes ensure the County Council are able to manage risk and maintain a highway environment that is safe and accessible for customers.

Asset Management Policy

The West Sussex County Council Highway Infrastructure Asset Management Policy is a high level document which establishes the Council’s commitment to Infrastructure Asset Management and demonstrates how this approach aligns with the Future West Sussex Plan. The Policy is a stand-alone document and has been published alongside this strategy on the Council’s website.

Asset Management Strategy

The Asset Management Strategy articulates the approach to efficient and effective Highway Infrastructure Asset Management and sets out how the Asset Management Policy will be delivered. It is informed by a highway asset management framework (promoted by the Highway Maintenance Efficiency Programme), which establishes the activities and process that are necessary to develop, document, implement and continually improve highway asset management within West Sussex. Aligned to the Council’s objectives, this strategy seeks to follow the latest advice, including that arising from the Highway Infrastructure Asset Management Guidance Document.
Service and Contract Delivery Approach

West Sussex County Council has a strategic partnering approach with a number of embedded formal contractual partnerships to deliver flexibility across the scope of operational services with:

- **Capita** - Strategic Services Partnership (including Customer Services, IT, Facility Management)
- **Balfour Beatty Living Places** – Highways Maintenance Service Partnership
- **WSP | Parsons Brinckerhoff** – Professional Services Framework
- **SSE Enterprise Lighting** - South Coast Street Lighting Partnership (Private Finance Initiative)

The services delivered via these strategic contractual partnerships are guided by a series of highway infrastructure themes that inform our Highway and Transport service delivery objectives. The relationship between these objectives is shown in Figure 1.

Vision

West Sussex County Council recognises that an asset management approach to the maintenance of the highway infrastructure will support the achievement of the authority’s vision:

**West Sussex – a place to live, work and do business**

<table>
<thead>
<tr>
<th>Aims</th>
<th>Highway Infrastructure Themes</th>
<th>Levels of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give Children the best start in life</td>
<td>Delivering growth and prosperity</td>
<td>Safe</td>
</tr>
<tr>
<td>Champion the West Sussex economy</td>
<td>Maximising our resources</td>
<td>Serviceable</td>
</tr>
<tr>
<td>Support independence in later life</td>
<td>Connecting residents and businesses</td>
<td>Economic Growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Affordable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accessible</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sustainable</td>
</tr>
</tbody>
</table>

- Contribute to the delivery of strategic infrastructure programmes
- Maximise the use of available funding
- Enable effective and informed decisions making
- Improve infrastructure to allow businesses to expand
- Manage effective and sustainable highway infrastructure services
- Implement a long term approach to highway & transport assets
- Increase community resilience with active stewardship
- Support and enable a more free flowing highways network
- Create quality places to live, work and relax
- Deliver services to provide a safe and serviceable network
- Engage with customers to maintain and improve customer focus
- Facilitate communications with stakeholders and customers
- The expectation that highway environment is maintained in a safe condition
- Ability for highway infrastructure assets to provide the expected service quality
- The economic development and land-use impacts of the highway infrastructure assets.
- The lifecycle costs associated with highway infrastructure assets
- Allowing highway infrastructure assets to be available for use by all users
- The impact the highway infrastructure assets has on the environment

Strategic and Service Delivery Objectives (Fig. 1)
2. Asset Management Framework

Our strategic framework reflects the asset management cycle, enabling a flexible approach for different contract partners across all asset groups. The Plan Do Check Act cycle aligns with the ISO55000 Asset Management Standard and the 2013 HMEP Highway Infrastructure Asset Management Guidance Document. It supports the recommendations within and UK Roads Liaison Group Code of Practice: Well-managed Highway Infrastructure.

The Asset Management Framework is shown in Fig. 3 and is summarised below:

Context

The factors taken into consideration when determining the West Sussex County Council’s approach to Highway Infrastructure Asset Management includes National and Local Transport policy, local vision, the expectations of stakeholders, and legal / financial constraints.

Planning

The key activities that are undertaken by the County Council and its service delivery partners as part of the asset management planning process include:

- **Policy** – sets out the commitment to highway infrastructure asset management.
- **Strategy** – sets out how the policy will be implemented within the Asset Management Framework. It provides context for levels of service, funding and decision making for the maintenance of asset groups in the short medium and longer term, and the commitment to continuous improvement.
- **Performance** – the levels of service provision provided by West Sussex’s highway infrastructure assets, based on and related to the operational and physical characteristics of the asset, and how performance will be measured and reported.
- **Data** – the approach to asset data and information collection and management.
- **Lifecycle Planning** – the approach to the maintenance for each asset group, considering predicted future performance based on investment scenarios and funding levels, maintenance strategies and desired levels of service, enabling informed decisions to be taken.
- **Integrated Works Programmes** – the development of rolling forward and annual programmes of work for each asset group prioritising planned future works over time.

Enablers

Activities that support the implementation of the Asset Management Framework enable:

- **Leadership and Organisation** – commitment to the adoption of an asset management culture.
- **Communications** – the means of effectively communicating and collaborating with stakeholders.
- **Competencies and Training** – the development of highways staff delivering the asset services.
- **Asset Management Systems** – the strategy for the use of asset systems to support the data and information required to enable asset management.
- **Performance Monitoring** – benchmarking progress, and establishing a culture of continuous improvement and innovation.
Programme and Service Delivery
The delivery of effective and efficient works programmes for individual asset groups.

Context
- National Transport Policy
  - Government Transport Policy
  - Local Highway Maintenance Funding 2015/16 to 2020/21
  - Highway Maintenance Efficiency Programme
- Vision and Local Transport Policies
  - Council Plan and Objectives 2014 to 2025
  - Local Transport Plan
  - Asset Management Objectives
  - Highway Maintenance policies
- Stakeholder Expectations
  - Reliable and resilient highway service
  - Reliable journey times
  - Accessible highway network
- Legal and Financial Constraints
  - Legislation
  - Acts of Parliament
  - UKRLG Codes of Practice
  - Investments and Budgets

Policy
- Our published commitment to highway asset management
- The link between County Council objectives and asset management objectives
- How services are delivered across all asset groups

Strategy
- How we will implement the policy
- Our asset management framework
- Our strategy for each asset group
- Monitoring performance and continuous improvement

Performance
- The performance management framework
- Our levels of service
- The performance measures and targets

Data
- The approach to data and information management
- Data collection requirements
- Our asset register

Lifecycle Planning
- The Lifecycle plans for each asset group

Works Programmes
- 3 to 5 years Forward Integrated Works Programme and Annual Delivery Programme for each asset area

Enablers
- Leadership and Organisation
  - The demonstration of our asset management culture
  - The organisations asset service delivery structure
- Communications
  - The strategic communications including Future West Sussex Plan 2015-2019
  - West Sussex County Local Committees approach
- Competencies and Training
  - Competency matrix (including our service providers)
  - Highways providers training and development plans
- Risk Management
  - The Risk Management process
  - The asset services risk registers
- Asset Management System
  - The strategy for the maintenance and sharing of information enabling effective decision making
- Performance Monitoring
  - The regular review of the asset management service
  - The programme of continuous improvement

Programme and Service Delivery
Asset Management Framework (Fig. 3)
### Highway Infrastructure Assets

This section summarises the existing highway infrastructure asset groups and their current condition. A summary of the maintenance approach for each asset type forms part of the individual Lifecycle Plans. The Lifecycle Plans identify expected levels of service and future budgetary requirements for each asset group in order to successfully deliver a whole life asset management approach and strategy.

<table>
<thead>
<tr>
<th>Asset Group</th>
<th>Quantity</th>
<th>Condition &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carriageways (Urban)</td>
<td>2,249.30 km</td>
<td>Approximately 6% of the Principal and Non-Principal road network, and 18% of the Unclassified road network is identified as requiring maintenance</td>
</tr>
<tr>
<td>Carriageways (Rural)</td>
<td>1,728.20 km</td>
<td></td>
</tr>
<tr>
<td>Footways and Cycleways</td>
<td>3855 km</td>
<td>25% of the footway network is surveyed each year.</td>
</tr>
<tr>
<td>(Urban &amp; Rural)</td>
<td>57 km</td>
<td></td>
</tr>
<tr>
<td>Structures</td>
<td>781 Road Bridges 46 Subways</td>
<td>Regular and statutory inspections records maintenance needs for future maintenance funding considering the impact on the highway network as a whole.</td>
</tr>
<tr>
<td>Drainage</td>
<td>130,000 Highway Gullies 220,000 linm Ditches</td>
<td>A cleansing programme of highway gullies with a targeted second cleansing is completed annually. Data from regular cleansing operations informs future drainage improvement schemes.</td>
</tr>
<tr>
<td>Street Lighting</td>
<td>65,000 Streetlights 8,103 Illuminated Signs</td>
<td>The Street Lighting PFI has completed a 5 years of core investment from 2010 to 2015 replacing street lighting units and the majority of illuminated bollards with more efficient energy saving units. The PFI contract has now moved into a 20 year maintenance phase from April 2015.</td>
</tr>
<tr>
<td>Electronic Traffic Equipment</td>
<td>70 Signalised Junctions 270 Pedestrian Crossings Traffic Safety cameras Variable Message Signs Real Time Passenger Information Units</td>
<td>The traffic signals, Traffic Control system and traffic camera monitoring services are managed with a specialist supplier. Defects and faults are repaired on a reactive basis. Equipment is replaced as part of maintenance / improvement programmes.</td>
</tr>
<tr>
<td>Road Markings, Signs and Street Furniture</td>
<td>72 km Safety Fencing 44.5 km Pedestrian Barriers 498,910 sqm Road Markings 44,000 Traffic Signs (Non-Illum.) 161 Grit Bins 14,474 Bollards 1,151 Bus Shelters</td>
<td>Defects and faults are identified by the safety inspection regime and repaired on a reactive / programmed maintenance basis.</td>
</tr>
<tr>
<td>Highway Verges, Trees etc.</td>
<td>4,875,242 sqm Verges 186,359 Trees 251,366 sqm Hedges 93,622 sqm Planted Area</td>
<td>Defects and faults are identified by the safety inspection regime and repaired on a reactive / programmed maintenance basis alongside scheduled, cyclic maintenance</td>
</tr>
</tbody>
</table>
4. Asset Management decision making

Highway Infrastructure Maintenance Service Delivery

Making effective decisions about when to maintain our highway infrastructure assets relies on acquiring appropriate knowledge and using it in a robust decision-making framework.

The Highways & Transport Directorate delivers the highway maintenance services through a number of service teams described in Fig 4.
Capital Funding Investment

Since 2015/16, forward visibility of funding for highways infrastructure maintenance has been provided by central government to enable local authorities to plan ahead and embrace an asset management approach. The government is spending £6.1 billion on local highways maintenance between 2015/16 and 2020/21, giving Councils long-term certainty to plan future work with the aim of preventing potholes and improving local roads, bridges and highway infrastructure.

The Highways Maintenance Block Funding Allocation (2015/16 to 2020/21) for West Sussex highway infrastructure is £71,633,000.

Incentive Fund self-assessment element

The government has set aside £578 million for an Incentive Fund element to help reward local highway authorities who can demonstrate they are delivering value for money in carrying out cost effective highway infrastructure maintenance. An additional £8,804,000 is therefore available to West Sussex over the 5 years to 2020/21 from the Incentive Fund.

An annual self-assessment process enables local authorities to monitor progress towards an efficient service with an effective asset management approach. The initial assessment (January 2016) placed West Sussex in Band 1. Progress towards Band 3 has been made in 2016 with a Band 2 assessment anticipated to confirm the incentive funding element available for 2017/18.

Pothole Action Fund

As part of the government’s investment, the Pothole Action Fund provides local authorities in England with £50 million a year, over 5 years, to help tackle potholes. In West Sussex this funding will target permanently fixing potholes on the roads, or stop them forming in the first place. Funding is calculated according to the size of the local road network in the County. In 2016/17 this equated to £841,000.
<table>
<thead>
<tr>
<th>Year</th>
<th>Band 1</th>
<th>Band 2</th>
<th>Band 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>£685,000</td>
<td>£762,000</td>
<td>£762,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>60%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>£685,000</td>
<td>£1,028,000</td>
<td>£1,142,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>30%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>£690,000</td>
<td>£1,610,000</td>
<td>£2,300,000</td>
</tr>
<tr>
<td>2019/20</td>
<td>10%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>£230,000</td>
<td>£1,150,000</td>
<td>£2,300,000</td>
</tr>
<tr>
<td>2020/21</td>
<td>0%</td>
<td>30%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>£0</td>
<td>£690,000</td>
<td>£2,300,000</td>
</tr>
</tbody>
</table>

Value over 5 years:
- £2,290,000
- £5,240,000
- £8,804,000

Highway Maintenance Incentive Fund Self-assessment banding progression (Fig. 6)

**Levels of Service**

Levels of Service set out how our infrastructure assets are expected to perform in clear and effective terms that can be reported against stakeholder’s expectations.

We are developing and regularly review the service levels set out alongside West Sussex County Council’s aims and our Highway Infrastructure Themes in Fig 1. By consider the existing condition of assets, strategic objectives, the funding available, statutory duties associated with certain assets, and minimum performance levels, we aim to achieve best practice by engaging with stakeholders about service priorities that:

- Ensure adequate focus is given to what is really important to the customer
- Measure the effectiveness of our approach to infrastructure asset management
- Link the costs with the benefits of the services offered
- Provide a service that meets statutory obligations
- Ensure operational activities support the achievement of strategic goals

**Lifecycle Delivery**

Our decisions about the need for capital investment are based on the deterioration of the asset, optimum timing for maintenance, choice of treatment, and overall need to prevent deterioration or replace an asset. Considering the whole life of the asset to determine the timing of intervention enables decisions to be made based on the lowest whole life cost and provides good value.

Maintenance and funding strategies considering different treatment options over the whole life of the asset are being promoted and developed, within individual asset Life Cycle Plans. These support the long term management of assets and underpin funding strategies to deliver the minimum whole life cost. Benefits and value for money will be achieved by considering both the capital investment, and routine maintenance decisions to maximise the value obtained from assets over their whole life.
Prioritising Works Programmes

The development of effective works programmes for individual asset groups is completed by:

- Identifying maintenance need and candidate schemes
- Prioritising works in each asset group / service area
- Selection and optimising schemes for the Integrated Forward Works Programme
- Selecting schemes for the Annual Delivery Programme aligned to budget
- Design, specification and delivery of individual schemes
- Monitoring of works to ensure they meet the delivery and quality requirements

The Integrated Forward Works Programme provides robust and reliable information to identify the asset maintenance to be carried out within the next three to five years. The programme is used to support forward financial planning, and communicate required planned maintenance to the elected members, County Local Committees, local West Sussex businesses and residents.

The Annual Delivery Programme is developed and prepared from the Forward Programme each year during autumn for approval in the New Year. It prioritises maintenance schemes taking into account available funding for delivery and the relative need across all asset groups.

Local Priorities and Value Management

The initial criteria used to prioritise and optimise the annual programme will take account of the condition and serviceability of the asset, alongside safety issues and local transport priorities.

Social, economic and environmental benefits, local community or user demands, and political priorities are also factors used to differentiate between which schemes are prioritised for delivery within the budget limitations. These "soft" influences are identified using Value Management criteria. The level of influence, or weighting, each criterion has within individual asset group programmes will be periodically reviewed with the stakeholders and are communicated within the Lifecycle Plans for the relevant asset group.

Operations and Maintenance

Pressure to reduce operational revenue costs has increased in recent years and the need to demonstrate good value is a key objective for the Council. Working closely, with our service delivery partners and their supply chain, we aim to optimise the end to end process to deliver schemes and infrastructure maintenance in a timely and cost effect way. Operational and maintenance decisions are informed by a systematic evaluation, specification, commercial assessment and recording regime within a gateway process.
5. **Asset Data and Information Management**

**Asset Information Strategy**

We use of appropriate tools and systems to support budget and lifecycle management planning. Asset data, information and knowledge are key enablers to the delivery of an effective Asset Management approach.

Asset Data Quality Plans relevant to individual asset groups are needed to set out the proactive approach to the collection, recording and management of data and information. These will define the activities undertaken to ensure that the data and information meets West Sussex County Councils asset management requirements and informs effective decision making.

The Asset Data Quality Plan framework provides clear definitions for:

- **Asset Information Standards** - used to define:
  - the data and information required
  - where it is stored and managed
  - why it is required
  - how it is collected and measured
  - the format it is required in
  - who it is provided by
  - when it shall be provided
  - the retention requirements

- **Asset Information Systems**: the processes, applications and IT systems utilized to automate the Asset Management processes and enable consistent support for decision making.

- **Data and Information Management**: provides confidence in data quality.
  - The data and information management regime measures:
    - Accuracy
    - Completeness
    - Consistency
    - Validity
    - Timeliness
    - Uniqueness

**Asset Data Storage and Management**

Consistent and reliable asset information and data is essential for the County Council to continue to make informed decisions and fulfil the service delivery requirements. There are a number of different asset management related systems in use across the Highways and Transport services including:

- Pavement Management Systems, Structures and Bridge Management, Street Lighting databases
- Scheme / Maintenance programme, Lifecycle Planning and Visualised Asset Management Systems

**Critical Assets**

Critical assets are those that are essential for supporting the social and business needs of local regional and / or national economy. Knowledge of critical assets informs the decision processes. Understanding the consequence of an asset failure requires consideration of safety, economic and environmental impact as well as an understanding of the function the asset performs.

Where critical assets and infrastructure are identified, adequate management of the assets, including appropriate future investment planning, are considered to ensure they are sufficiently resilient to cope with potential threats.

Further analysis and development of the relative criticality of West Sussex County Council’s highway infrastructure assets will be developed to support economic focus and development areas.
Demands

- **Asset Growth**
  The asset grows each year due to the adoption of new roads and construction of new road links. Over the last 2 years the following level of additional assets have been adopted by the council:
  - Carriageways, 6 km
  - Footways, 7 km
  - Street Lighting, 1.4 per cent per year.

New assets create the need for maintenance, management and associated funding in future years as these additional assets age. This is particularly relevant to street lighting as energy costs increase immediately exacerbating the effect of rising energy prices.

- **Traffic Growth and Composition**
  Traffic growth places increasing pressure on the road network due to the significant increase in the general volume of traffic and in particular, large commercial vehicles. Many of the council’s roads were not designed to accommodate this level of traffic. This accelerates deterioration and creates a growing need for investment in maintenance.

- **Environmental Conditions**
  Pressure is also being placed upon the asset as a result of environmental conditions including:
  - Harsh winters: recent unseasonably harsh winters have caused significant damage to road surfaces in the form of defects resulting from freeze/thaw action.
  - Flooding: in areas that are prone to river and coastal flooding, and surface water or flash flooding.

These pressures create a need for immediate funding (to respond to weather events for instance), and additional funding to minimise the longer term impact of these demands on the highway network.

**Sustainability Strategy**

The County Council Sustainability Strategy (2015 to 2019) defines sustainability as: Ensuring that the actions and decisions we take today guarantee a better quality of life for everyone now and for generations to come.

Taking a sustainable approach means balancing different, and often competing, needs against an awareness of the economic, social and environmental limitations that we face as a society.

The management and maintenance of highway infrastructure is a significant service area in supporting the County Councils sustainable approach and contributes towards enabling us to:

- Deliver the ambitions of the Council’s Future West Sussex Plan
- Achieve efficiency savings by reducing our operating costs, and reducing the amount of natural resources we consume and purchase
- Increase the resilience of highway infrastructure assets, ensuring they are fit to deliver the expected level of service into the future
- Improve the sustainability of the supply chain, thereby reducing risk and cost
- Make the Councils Highway services as good as they can be
West Sussex County Council is committed to the development of good practice and continuous improvement. Monitoring of the County Council’s service providers forms an integral part of individual contract conditions, with strategic monitoring, performance measures and targets, data and information audits, and compliance monitoring.

**Performance Framework**

Further development of a Performance Framework providing visibility of the operational performance of our supply partners aligned to the strategic aims of the authority and tactical delivery of the service, is required to fall in line with the DfT Incentive Fund (Question 3 of the Self-Assessment)

**National Highways and Transport (NHT) Public Satisfaction Survey**

The National Highways and Transport Public Satisfaction Survey collects feedback from the public on their satisfaction with Highway and Transport Services in the West Sussex County Council area.

The annual survey provides a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing, and the potential to improve efficiencies by the sharing of good practice. It gives West Sussex County Council:

- A better understanding of how we are performing in the eyes of their public
- A consistent datum for setting service levels and a means of measuring the impact of service improvements
- Access to the best performers and the opportunity to learn from the good practice of others
- Full transparency of data for benchmarking purposes

The NHT surveys are key to ensuring West Sussex County Council delivers high value services that local residents demand. The past 5 years the County Council has been performing at an average level, attaining a top 3 ranking for County Councils nationally in 2016.

**Comparing results over time**

![Comparing results over time](image)

NHT Survey Report 2016 – Highway Maintenance Theme. Comparing results over time (Fig. 7)

**NHT Customer, Quality, Cost (CQC) Efficiency Network**

The CQC Efficiency Network provides its local authority members with an annual assessment of their efficiency, using satisfied Customer, technical Quality and Cost effective delivery at its heart to measure performance. In its first year the CQC methodology has focused on key areas of carriageway maintenance which is the highest maintenance expenditure for local authorities.
Highway Infrastructure
Asset Management Strategy
2016 to 2018