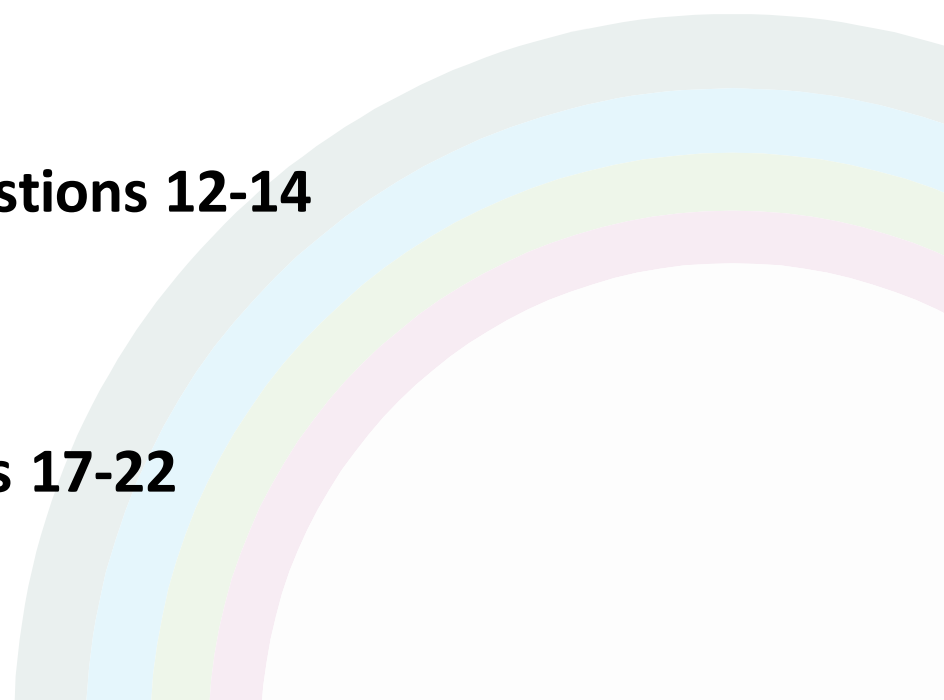


Today's Programme

- 0900** Welcome & coffee
 - 0930** Latest update of Self-Assessment
 - 0945** Asset Management questions 1-6
 - 1115** Morning break
 - 1130** Asset Management questions 7-8
Resilience questions 9-11
 - 1300** Lunch break
 - 1330** Customer interaction questions 12-14
Efficiency 15-16
 - 1445** Afternoon break
 - 1500** Service Delivery questions 17-22
 - 1615** Close
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Self Assessment Workshop

Session 3 Questions 12-16

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12. Does your local authority undertake customer satisfaction surveys into the condition of its highway network, and if so, how does it use this information to help drive service improvement?

Level	Specific description	Evidence
1	Recognises the need to have customer and public feedback (including satisfaction) on highway condition, and might proactively generate this, but inconsistent, irregular or unsystematic methods are employed and limited value derived.	None
2	Proactively collects customer and public feedback on highway condition at least once every two years. This should be through a robust mechanism, such as a resident engagement questionnaire, the National Highways and Transport (NHT) Public Satisfaction Survey or equivalent. This information is used to support investment decisions.	The authority can demonstrate the use of a robust survey methodology, with a sufficient sample size to ensure confidence in the results. Has reports that draw conclusions about the wider customer and public perception. Can demonstrate this is used as part of the decision making process.
3	<p>Undertakes a survey at least annually.</p> <p>Maximises the value of customer and public feedback collected via robust mechanisms. Tracks feedback from previous surveys and uses this information to measure, benchmark and diagnose performance. Action plan developed and “lessons learnt” captured and shared.</p> <p>Contextualises feedback with reference to other performance data, including benchmarking, is able to demonstrate effective use of the information and measure improvement from previous surveys.</p>	<p>Past surveys demonstrating consistent and comparable sampling methods and questions are used each year.</p> <p>Evidence of comparisons over time and benchmarking with other authorities. This should include evidence that performance data has been compared between years and benchmarked to identify potential for improvement, with an action plan. Reports and insights are disseminated effectively and used to inform decision-making.</p>

Does your local authority undertake customer satisfaction surveys into the condition of its highway network and if so how does this information drive service improvement?

The public see road condition as a very high priority when polled against other transport priorities and other local government services. However, in terms of public satisfaction, the condition of local roads attracts more dissatisfaction than other transport or other local government services. It is therefore important that local authorities regularly monitor customer satisfaction and take this into account when developing their maintenance policy and standards. From benchmarking with other authorities there may be scope to develop action plans to improve performance.

A resident survey, such as the council's annual satisfaction survey, or the National Highways and Transport (NHT) Public Satisfaction Survey is appropriate for this.

As a general rule, and in accordance with past BVPI/Place Survey practice, a survey would ideally involve gathering a minimum of 800 to 1,000 responses or interviews to deliver statistical reliability of $\pm 3\%$ at the aggregate level, with sample sizes of this scale offering more robust disaggregation of data by sub-groups, such as younger vs older residents.

A Level 1 authority recognises the need to have customer and public feedback on highway condition and might generate this but it is undertaken in an inconsistent and irregular manner.

A Level 2 authority collects public feedback annually through robust mechanisms, such as the NHT Public Satisfaction Survey or an equivalent that satisfies the above criteria on weighting and sample size.

A Level 3 authority undertakes annual surveys and analyses trends, and uses this information to measure, benchmark and diagnose performance and identify potential for improvement.

Resource: [NHT Survey](#)

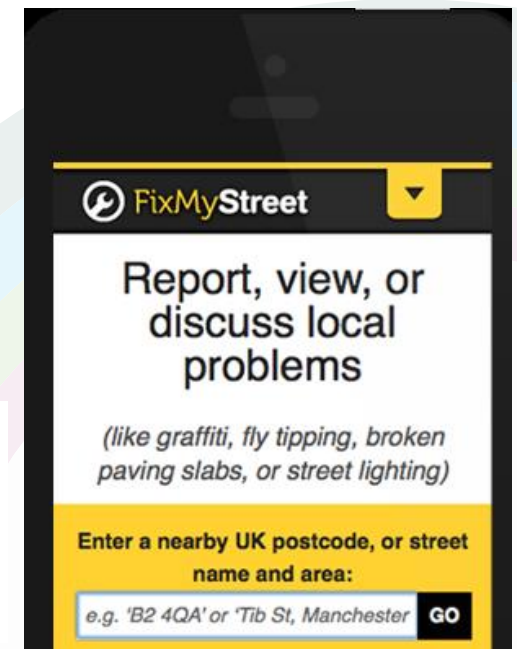
Undertake customer satisfaction surveys

- Regular customer satisfaction surveys
- Appropriate sample size of the community



Customer Feedback East Sussex

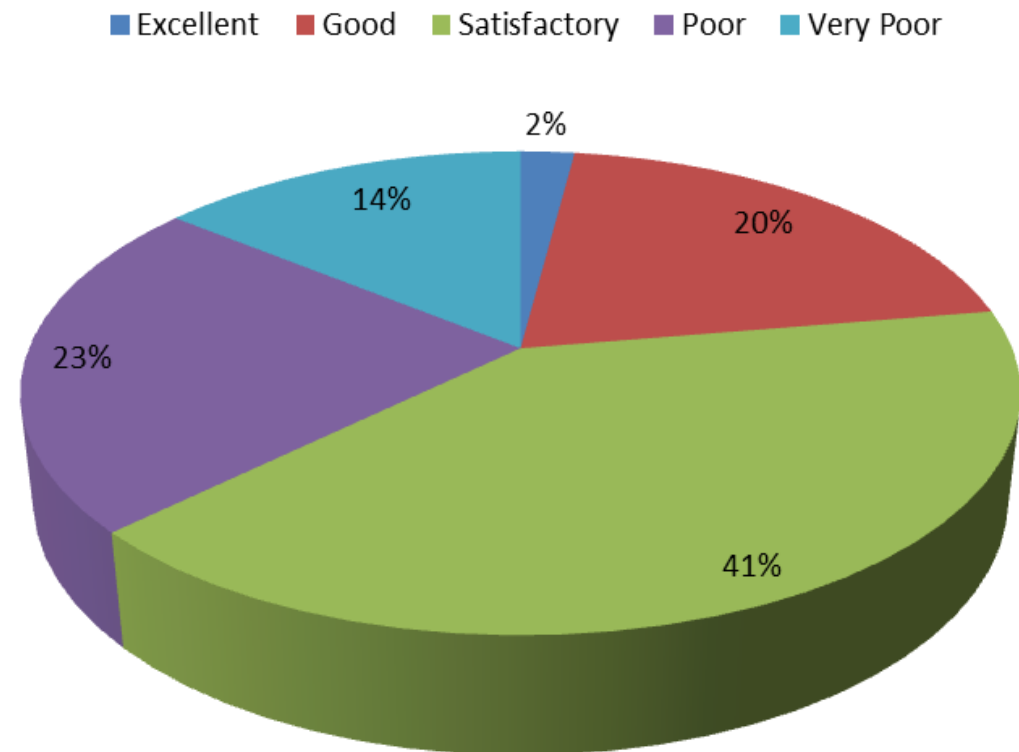
- **NHT Customer Satisfaction Survey**
- **Focus Groups**
- **Strengthening Local Relationships (SLR)**
- **Resident panels**
- **Fault/defect reporting**
- **Regular updates via website and social media**



Highways Customer Panel East Sussex

- Started in 2013
- Email and postal survey to 1800 residents
- 45% response rate
- 3 surveys a year

What is your current view of East Sussex Highways and the service it provides?



13. Does your local authority have a mechanism in place to gather customer feedback on its highway maintenance service, and if so, how does it use this information?

Level	Specific description	Evidence
1	Recognises the need for customer feedback but has no consistent processes or systems in place.	None
2	Provides a full range of facilities for the public to provide feedback and report defects. This includes facilities for customers to register feedback on highway-related issues by phone, on-line via the authority website and/or using proprietary or bespoke developed apps.	Processes for capturing customer feedback, and methods of reporting and actioning the feedback.
3	Captures information and makes it accessible to the wider service and stakeholders. This information is available visibly and is accessible for supporting all maintenance decisions. Publishes details of the measures taken to respond to feedback from the public.	<p>A system is in place to use customer information to inform maintenance programmes (not just reactive). Provides regular updates on the council website of the actions taken in response to feedback from the public.</p> <p>Ensures that updates are posted with regard to the progress on the individual faults/defects reported by members of the public.</p> <p>It is acceptable for the response to be 'no action', if this follows the authority's asset management strategy.</p>

Does your local authority have a mechanism in place to gather customer feedback on its highway maintenance service and if so how does it use this information?

An equally important aspect of customer engagement is managing customer feedback. This is becoming increasingly important as public expectation rises and with authorities becoming more accessible, demand is increasing. It is important to be able to effectively channel this feedback to help understand customer expectations. A number of proprietary apps exist that allow the public to report defects and provide feedback to the council. Examples include: Fix My Street, Fill That Hole, Love Clean Streets, Report It and Public Stuff.

A Level 1 authority may recognise the need for customer feedback but has no consistent process in place to effectively manage it.

A Level 2 authority has facilities in place for the public to provide feedback and report defects (this links to Question 14).

A Level 3 authority takes account of this customer feedback in configuring highway maintenance services and provides information on what actions have been taken.



Mechanisms in place to gather customer feedback?

Feedback via a range of channels

- phone
- the web site
- through Apps
- surveys

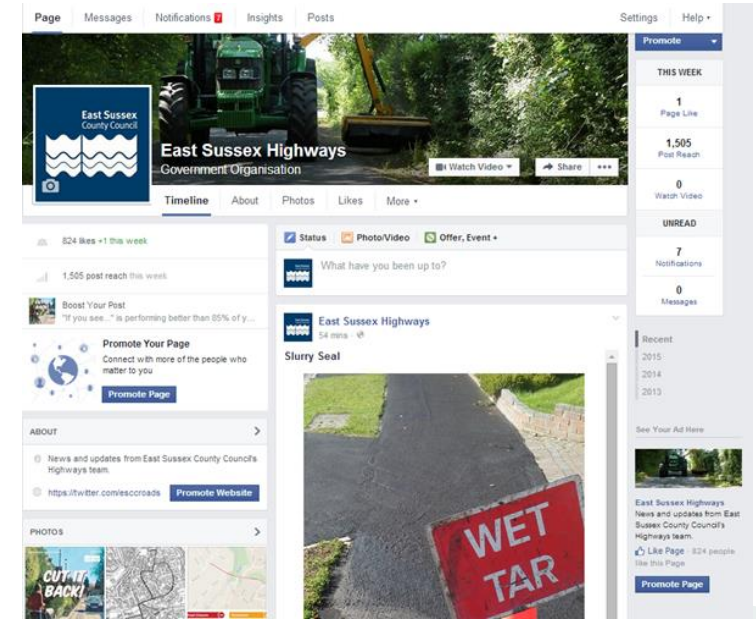


- Via Social Media

- Face-to-face

- SLRs

- Through the Contact Centre



Contact centre

How to contact us

Our contact centre staff can answer your questions about roads or pavements.

Phone: 0345 60 80 193. Calls are charged at local rate. If you call from a mobile it may cost more, please check with your provider for details.

Email: highways@eastsussex.gov.uk

Twitter: [@escroads](https://twitter.com/@escroads)

Facebook: [EastSussexHighways](https://www.facebook.com/EastSussexHighways)

By post: [Write to the contact centre.](#)

Before you contact us

- Some problems can be reported online – [Report a problem in your area.](#)
- Find out more about East Sussex Highways and the services we provide by downloading one of our [highways leaflets.](#)

What we can help with

For more details on what we do and how we do it, see [Roads and pavements – what we do.](#)



14. How does your local authority ensure that customers are kept informed about their highway maintenance service?

Level	Specific description	Evidence
1	Recognises the need to make highway maintenance policies, standards and service levels publically available but there is nothing in place.	None
2	Ensures that the role of the highway authority is explained and highway maintenance policies, standards and service levels are easily accessible and understandable to members of the public.	Details of policies and standards on the authority's website. Regular service updates on the authority's website, and/or via social media (e.g. updates on winter service operations via Twitter). Evidence that these standards are adhered to.
3	<p>In addition: A pro-active approach is taken to informing customers, and updating them on the authority's performance.</p> <p>Key details about programmes of work, as well as more detailed information about longer-term projects, is published.</p>	<p>In addition: Feedback on service delivery performance on the authority's website.</p> <p>Key details about programmes of work on the authority's website. More detailed information about longer-term projects on the authority's website.</p>

How does your local authority ensure that customers are kept informed about their highway maintenance service?

Another essential aspect of good customer engagement is having good quality information that is publically available. This has a significant influence on Question 12 – customer satisfaction. This was recognised in Recommendation 3 of the HMEP Potholes Review: Prevention and a Better Cure, which stated “Local highway authorities should have an effective communication process that provides clarity and transparency in their public policy and approach to repairing potholes. This should include a published policy of its implementation, including prevention, identification, reporting, tracking and repair of potholes.” This also links to Question 2 on communicating an authority’s approach to highway infrastructure asset management.

A Level 1 authority recognises the need to communicate information on policy and standards but has nothing in place.

A Level 2 authority communicates information on the role of the highway authority and highway maintenance policy, standards and service levels.

In addition, a Level 3 authority communicates information on its performance, as well as key details of programmes of work and more detailed information about longer-term projects.

Resource: [HMEP / UKRLG Highways Infrastructure Asset Management Guidance](#)



Keeping the customer informed

Information on the highways service

- On the web-site
- Social Media
- Newsletters



East Sussex- Customer Service Excellence

- Awarded in March 2015
- Second Highways Authority in UK
- Helps us work towards Continual Improvements

**CUSTOMER
SERVICE
EXCELLENCE**



15. Does your local authority undertake benchmarking to drive improvement in its highway maintenance service?

Level	Specific description	Evidence
1	Aware of the benefits of benchmarking performance but have no robust mechanism in place.	None
2	<p>A member of a “benchmarking club” that measures and compares service delivery performance.</p> <p>A member of a recognised “benchmarking club” as an active member, regularly attends meetings, contributes and shares performance data and/or information on practice and process for comparison.</p>	Shared data from “benchmarking club” together with action plan for the authority on potential improvements or support to other members to improve their performance.
3	<p>Actively using benchmarking data to improve service delivery on a continual basis and to support investment decision-making. Visibility of benchmarking data is available across the authority.</p> <p>The methods to calculate the performance data used for benchmarking are robust and transparent, based on reliable data.</p>	<p>Able to demonstrate an overall trend of improvement, using performance reports from the club and through the adoption of good practice as a result of engagement with the club. Can demonstrate a robust method of measurement for the performance data.</p> <p>Has developed and shared case studies and examples of alternative/efficient practice relevant to benchmarking performance with other club members and/or with the sector generally via HMEP Connect & Share, or a similar mechanism.</p>

Does your local authority undertake benchmarking to drive improvement in its highway maintenance service?

Benchmarking is a method of improving performance in a systematic and logical way by measuring and comparing an organisation's performance against others, and then using lessons learned from the best to make targeted improvements. It can be a one-off event or a continuous process where organisations continually challenge and improve their practices by analysing trends in performance.

There are different types of benchmarking including: Process Benchmarking, Performance Benchmarking and Strategic Benchmarking. Process Benchmarking evaluates a business's processes, focusing on improving critical processes and operations through comparison with best practice organisations performing similar work. Performance Benchmarking measures performance using specific indicators or metrics that can be compared to others. Strategic Benchmarking considers a business's core competencies and their options for dealing with change.

"Benchmarking clubs" comprise a group of organisations coming together to learn about how to push their boundaries of performance to new and higher levels through mutual support and peer challenge. "Benchmarking clubs" are a vehicle through which a group of likeminded organisations seek to increase their levels of performance or set benchmarks in the sector in which they operate. These clubs are driven by a desire to continuously improve, innovate and achieve greater heights in terms of performance, as well as contributing to good practice in the sector or across sectors.

A Level 1 authority may be aware of the benefits of benchmarking but has no robust mechanism in place.

A Level 2 authority is a member of a "benchmarking club" that measures and compares service delivery performance.

A Level 3 authority is able to demonstrate measurable service improvement through undertaking a benchmarking exercise.



Benchmarking

Benchmarking Clubs

- HMEP Connect & Share
- APSE
- NHT
- ADEPT
- MSIG and other regional service improvement groups



- **National Highways and Transport Public Satisfaction Survey**
- **National Highways and Transport : Customer, Quality and Cost benchmarking**
- **Association for Public Service Excellence : Cost and performance benchmarking**
- **Best Value Review : Benchmarking cost and quality against in-house and external contractors**
- **Procurement : Periodic hard market testing of all external spend**
- **Internal performance reporting:**
 - **Monthly reporting of key performance indicators**
 - **Quarterly reporting of corporate key performance indicators**
- **Knowledge sharing through:**
 - **North East Highways Alliance : Knowledge Sharing Workstream**
 - **Highways Maintenance Efficiency Programme : Connect & Share**
 - **Association for Public Service Excellence**
 - **Northern Regional Managers Group**
 - **Technical Advisors Group - North East**
 - **ADEPT - Engineering Board**
 - **ADEPT - Street Lighting Board**

16. Does your local authority have a process in place to measure the ongoing cashable and non-cashable efficiencies that are being delivered in the highway maintenance service?

	Specific description	Evidence
1	Aware of the need to measure efficiency but no recognised method in place.	None
2	Measuring and reporting efficiency of operations annually using Customer Quality Cost (CQC) methodology or similar established approach.	Highway maintenance activities are assessed using one or more measures of efficiency that take account of expenditure, service quality and public satisfaction. Performance reports are readily available with efficiency measures.
3	Tracks annual progress of efficiency and can demonstrate evidence of efficiency.	<p>There is a consistent and comparable basis for assessing efficiency, which allows comparisons over time and benchmarking with other authorities.</p> <p>Efficiency performance is compared between years and is benchmarked to identify potential for improvement and examples of improved performance.</p>

Does your local authority have a process in place to measure the ongoing cashable and non-cashable efficiencies that are being delivered in the highway maintenance service?

Public sector efficiency can be seen as the ability to translate a given level of resource into the best possible outcomes for service users, with the least possible waste.

The Customer Quality Cost (CQC) approach supported by HMEP measures an organisation's efficiency by assessing how their current costs compare with their minimum potential costs, assuming their current service quality and customer satisfaction remain constant. Comparisons are made across a number of authorities utilising bespoke data to aid valid comparison.

A Level 1 authority may recognise the need to measure efficiency but has no mechanism in place.

A Level 2 authority is using the CQC methodology or equivalent to measure and report efficiencies annually.

A Level 3 authority is using its approach on measuring efficiencies to track annual progress and benchmark with other authorities to further drive up improvement.

Resource: [HMEP / NHT Customer Quality Cost \(CQC\) Network](#)



Use of CQC

Customer



Quality



Cost



Durham-Q16.

Evidence

- **Medium Term Financial Plan - Monitors and measures cashable savings across the Council**
- **Project - Benefits tracking (cashable and non-cashable) i.e. Street Lighting Energy Reduction Project**
- **Annual Pricing Policy - Mark up for overhead and profit**
- **Procurement - Savings tracking**
- **Mutual assistance - Savings tracking**
- **Transport Asset Management Plan : Performance Measures**



Highways Maintenance Efficiency Programme



THANK YOU
ANY QUESTIONS

