

## Appendix 1

This appendix outlines the specific updates or modifications that were made to the Highways Asset Management Policy and Highways Infrastructure Management Strategy.

These changes were made as part of a strategic review process, with the goal of ensuring that these documents remain:

- **Legally Compliant:** In line with current legislation and regulatory requirements.
- **Financially Accountable:** Aligned with funding conditions and obligations from stakeholders or governing bodies.
- **Performance-Oriented:** Focused on maintaining or improving the performance, reliability, and safety of highway assets.
- **Aligned with Industry Best Practices:** Reflective of current standards and leading practices in infrastructure and asset management.

In addition, this work forms part of a broader initiative to develop a uniform suite of documents. This means creating a consistent, integrated set of policies, plans, and procedures that work together cohesively. The goal is to improve clarity, reduce duplication, and support more effective decision-making across all aspects of highway infrastructure management.

### Key Changes to Asset Management Policy

Area	Earlier Policy Version	Updated July 2025 Version	Key Change Summary
<b>Purpose of Policy</b>	Focused on optimising long-term condition and investment.	Expanded to include sustainability, resilience, and local challenges such as aging assets and climate risks.	Broadened the strategic scope to reflect modern challenges and East Sussex Highways goals.
<b>Asset Management Approach</b>	Lifecycle-focused with emphasis on optimisation and strategy delivery.	Lifecycle-based and resilience-led; includes innovation and proactive risk mitigation.	Added focus on climate adaptation, network resilience, and innovation.
<b>Risk-Based Approach</b>	Implied in delivery statements.	Explicitly stated as a foundational approach, especially in response to climate impacts and asset deterioration.	Clearer emphasis on structured, proactive risk management and hazard planning.

<b>Sustainability / Climate Policy Link</b>	Mentioned only via environmental compliance.	Linked directly to the Climate Emergency Plan and carbon reduction goals.	Integration of climate policy into operational asset management planning.
<b>Council Priorities</b>	Four ESCC priority outcomes identified; "making best use of resources" as gateway.	Same four outcomes; strengthened focus on how they shape all decisions and priorities.	Retained structure but enhanced explanation of how priorities drive actions.
<b>Compliance &amp; Collaboration</b>	General commitment to compliance and partnership.	Strengthened focus on collaboration, Resilient Network prioritisation, and maximising funding.	Increased emphasis on external collaboration and network continuity.
<b>Stakeholder Engagement</b>	Emphasis on improving communication.	Expanded to include trust-building, transparency, and community responsiveness.	Enhanced role of the public and stakeholders in shaping priorities.
<b>Innovation &amp; Technology</b>	Not explicitly referenced.	Included as a formal principle to support continuous improvement and modernisation.	Introduced innovation as a core enabler of better asset management.
<b>Performance Monitoring</b>	Monitoring tracked and reviewed but not detailed.	Mentions published indicators and performance tracking against defined objectives.	Stronger accountability mechanisms, including performance reporting.
<b>Policy Oversight</b>	General compliance expected from officers.	Delivery overseen by officers with clear responsibilities.	Formalised governance and ownership of policy delivery.
<b>Supporting Documents</b>	Council Plan, Strategy, Local Transport Plan.	Expanded list includes Resilience Plan and Climate Emergency Plan.	Integration of broader plans into policy framework for alignment.

<b>Continuous Improvement</b>	General reference to improvement.	Defined expectation for officers and partners to support improvement and skills development.	Broader commitment to capacity-building and future-readiness.
<b>Review Mechanism</b>	Implied but no specific timeline.	Formal review cycle established (every 3 years).	Introduced a structured policy review process.

In summary the 2025 version of the Highway Asset Management Policy:

- Modernises the original policy with clear emphasis on climate adaptation, resilience, and innovation.
- Strengthens transparency, governance, and public engagement.
- Moves from “optimisation-focused” to “resilience and risk-led” infrastructure planning.
- Positions East Sussex County Council at the forefront of progressive asset management, aligned with national best practices and local environmental targets.

#### **Key Changes to Highway Infrastructure Asset Management Strategy (2025–2030)**

<b>Area</b>	<b>2022–2028 Strategy</b>	<b>2025–2030 Strategy</b>	<b>Key Change</b>
<b>Strategic Alignment</b>	Based on Highway Maintenance Efficiency Programme (HMEP) and UK Code of Practice	Aligned with ISO 55000 and HMEP guidance	Shift to internationally recognised asset management standards
<b>Vision</b>	Focus on sustainable, safe, efficient transport	Expanded to include resilience, inclusion, and economic prosperity	Broader, more socially and economically aligned vision
<b>Climate Change</b>	High-level mention of carbon neutrality	Dedicated section with climate adaptation, carbon reduction, and energy transition	More proactive and measurable climate response
<b>Network Resilience</b>	Mentioned as important	Defined as Category 1 in hierarchy; prioritised in investment	Now central to strategy and maintenance planning
<b>Managed Decline</b>	Not formally acknowledged	Explicitly adopted for low-priority assets	Acknowledges funding limitations and focuses on sustainability

<b>Asset Hierarchy</b>	6-tier hierarchy based on usage and function	7-tier hierarchy with new "Resilient Network" category	Resilient assets prioritised across asset types
<b>Lifecycle Planning</b>	Described conceptually	Detailed modelling using Confirm and Predictor software	Data-driven, risk-based scenario forecasting
<b>Data Confidence</b>	General discussion	Scored A–D by asset type, with improvement plan. This takes into account accuracy, volume, timeliness and completeness	Introduced quantitative data quality metrics
<b>Financial Planning</b>	Emphasis on efficiency and resilience	Forecast £105M investment; details impact of funding gap	Greater financial transparency and realism
<b>Performance Management</b>	KPIs used for oversight	SPIs and KPIs tracked through NEC4 contract and Service Management Board	Improved governance, contract accountability
<b>Innovation &amp; Technology</b>	Encouraged but vaguely described	Explicit tools (AI inspections, digital twin potential, Confirm AMS)	Strategic use of digital solutions for optimisation
<b>Governance Structure</b>	Contract management focus	Includes governance boards, audits, service reviews	Clear multi-tier governance and assurance model
<b>Stakeholder Engagement</b>	Acknowledged as important	Structured engagement (public, strategic partners, elected members)	Systematic, embedded engagement approach
<b>Document Format</b>	Strategy interwoven with technical detail	High-level strategy: technical details moved to Highway Infrastructure Asset Management Plans (HIAMPs)	Separation of strategy (HIAMPs) from delivery (HIAMPs) for clarity

In summary, the Highway Infrastructure Asset Management Strategy (2025–2030):

- Aligns with ISO 55000, embedding international best practice in asset management governance, lifecycle planning, and risk control.

- Prioritises resilience, introducing a new “Resilient Network” hierarchy level to focus funding on strategically vital assets.
- Responds proactively to the climate emergency, incorporating adaptation, carbon reduction, and energy transition into all aspects of the strategy.
- Embraces digital transformation, using tools like Confirm AMS and Predictor to support data-driven decision-making and long-term modelling.
- Introduces a “Managed Decline” approach for low-priority assets to maximise value from constrained resources while protecting key infrastructure.
- Enhances transparency and accountability with clearer governance, NEC4 performance contracts, and public engagement frameworks.
- Establishes a strategic roadmap for continuous improvement across five development areas, including data quality, innovation, and revaluation.
- Reflects updated financial forecasts and investment needs, with realistic planning for an expected £105 million capital requirement over the period.
- Provides strategic leadership while separating tactical delivery into individual HIAMPs for operational clarity.

#### Changes to Highways Network Resilience Plan 2025-2030

Area	2022 Plan	2025 Plan	Key Change Summary
<b>Methodology</b>	All industrial parks were included as locally important facilities, regardless of size or the nature of the businesses located there.	The selection criteria have been increased to include designated fuel stations. Industrial parks will now be included on a case-by-case basis.	Refined the selection criteria for selecting the roads on the resilient network.
<b>Minimising Risk</b>	Ice and snow covered the gritting requirements	The Ice and snow plans have been expanded to cover sections which cannot be gritted by a lorry.	Updated the ice and snow plan description

In summary, the Highways Network Resilience plan has been updated to refine the selection criteria. This has led to a minor update to the network.

#### Changes to Drainage Asset Management Plan 2025-2030

The DAMP is being presented alongside the revised Drainage Policy, which has been updated to provide high-level strategic commitments, while the detailed operational content has been repositioned into the DAMP as the most suitable format. Together, the revised Policy and the DAMP establish a clear framework: the Policy sets direction and principles, while the DAMP translates these into a structured, risk-based plan for delivery.

The plan is strategic in nature, recognising that drainage management directly affects the condition of the County Council’s carriageways and footways, and is now framed around risk, resilience, climate adaptation and compliance, rather than solely efficiency.

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Area	2015–2018 Strategy	2025–2030 Plan (DAMP V2)	Key Change Summary
<b>Scope and Structure</b>	Strategic guidance document, 12 pages long, focused on goals and starting point.	Comprehensive 30+ page operational plan with clear sections, appendices, and implementation pathways.	Evolved from high-level intent to full strategic-operational integration.
<b>Asset Knowledge</b>	Focused on gullies, grips, and ditches. Pipes and connectivity largely unknown.	Full inventory of gullies, pipes, culverts, soakaways, ditches, etc., with estimated condition grading.	Improved asset database and condition awareness; foundational for data-driven planning.
<b>Approach</b>	Reactive maintenance dominant, early asset surveying underway.	Lifecycle-based, proactive, and risk-prioritised with performance targets.	Shifted to modern asset management practices aligned with ISO 55000.
<b>Performance Targets</b>	No KPIs or quantified targets.	Specific KPIs for condition, response times, and inspection coverage.	Introduction of clear, measurable performance metrics.
<b>Community Engagement</b>	Mention of collaboration with internal/external partners.	Dedicated section on stakeholder roles, public reporting, feedback loops.	Broadened engagement to include public, parishes, and community groups.
<b>Technology &amp; Data Systems</b>	Basic assets register in development, little integration.	Confirm system fully embedded with GIS, risk overlays, and performance dashboards.	Strong integration of technology, automation, and digital workflows.
<b>Climate Resilience</b>	General awareness of changing weather patterns.	Explicit actions for adaptation, risk overlays, resilience building.	Climate resilience moved from background concern to strategic driver.
<b>Risk Management</b>	Mentioned qualitatively, no scoring or formal system.	Formalised risk scoring matrix using likelihood, consequences, and criticality.	Embedded risk profiling across planning, maintenance, and funding prioritisation.
<b>Partnerships &amp; Governance</b>	Collaboration highlighted (Environment Agency, Southern Water), no statutory clarity.	Clear roles for Lead Local Flood Authority, enforcement protocols (e.g. Land Drainage Act), developer guidance.	Stronger legal and procedural framework, especially for private connections and riparian duties.
<b>Innovation &amp; Continuous Improvement</b>	Acknowledged need to improve asset knowledge.	Innovation seen as essential; includes AI, remote sensing, smart inspections.	Introduced dedicated development areas and innovation roadmaps.

<b>Capital Investment Justification</b>	Planned to support DfT Challenge Fund bids with limited data.	Uses lifecycle costs, risk scores, performance gaps to guide investment.	Moved to evidence-based budgeting and asset-level forecasting.
<b>Asset Types &amp; Definitions</b>	Basic (gullies, ditches, grips).	Comprehensive classification with glossary and function-based asset types.	Created a functional taxonomy to support clearer analysis and planning.
<b>Service Levels</b>	No explicit levels of service defined.	Defined standards for drainage asset condition, response times, and cleansing cycles.	Levels of service are now embedded in operational strategy.
<b>Adoption &amp; Third-Party Connections</b>	No clear guidance.	Full legal, procedural and technical guidance for asset adoption and connections.	Adds controls to protect asset integrity and system performance.
<b>Development Areas / Action Plan</b>	High-level action plan aligned to DfT Incentive Fund needs.	7 structured development areas with targets and responsibilities.	Action plan expanded to cover data quality, resilience, climate, and systems integration.

In summary, the Drainage Asset Management Plan 2025–2030:

- Goes beyond strategy into operational delivery (previously covered only in contractual agreements).
- Includes financial planning, community alignment and legal control.
- Embeds climate resilience and innovation into core policy.
- Sets a higher standard for performance, transparency and accountability.