

Highways Performance Management Strategy

Highways, Growth & Neighbourhoods Directorate
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V2.0

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Highways Performance Management Strategy

Record of Amendments

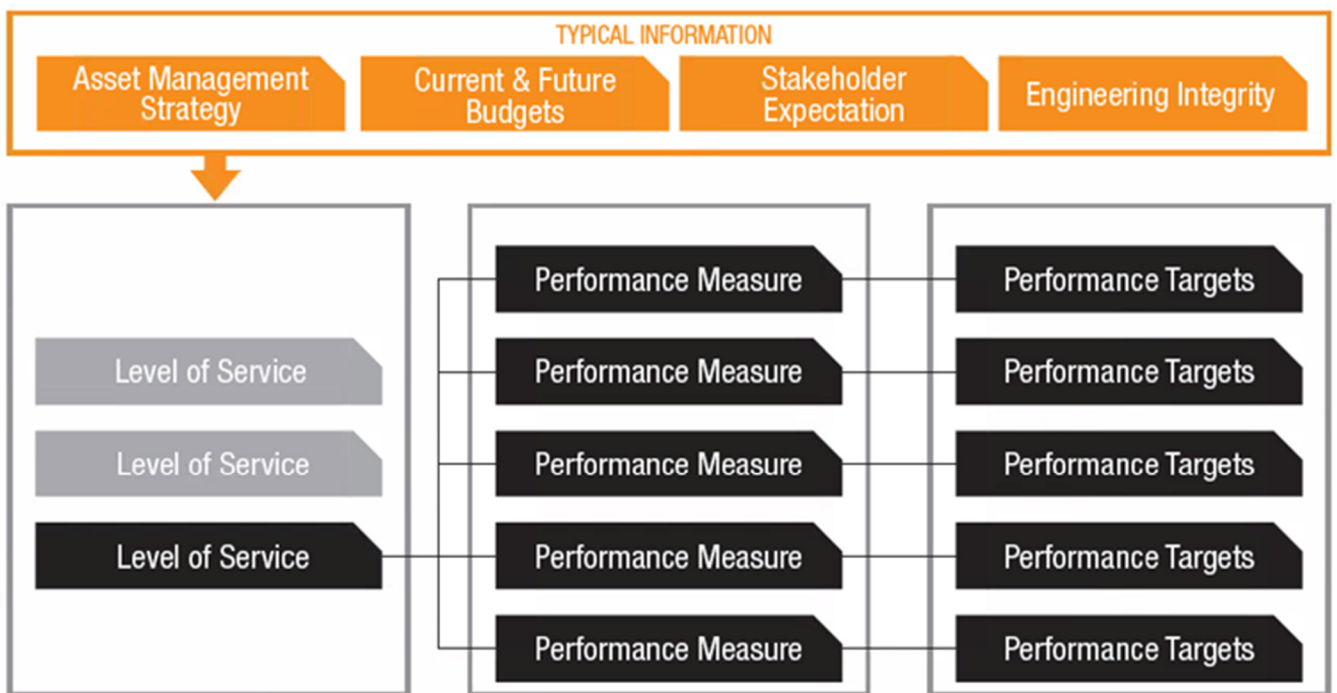
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Amendments List

Version	Amendment	By	Date

1. Framework

- 1.1 The city's highway network is the largest and most visible community asset for which the City Council is responsible. It is used daily by the majority of people who live and work in the city and is fundamental to the economic, social and environmental well-being of the community.
- 1.2 The Council's Highway Asset Management Policy & Strategy sets out our approach for the management of all highway assets including lighting, drainage, bridges and structures, cycling infrastructure and signage.
- 1.3 These documents were approved by Executive in December 2015 and are reviewed and updated periodically as required.
- 1.4 The Highway Asset Management Strategy (HAMS) references a series of linked documents including the following:
 - *Highways Performance Management Strategy (PMS)*;
 - Highway Asset Information Strategy (HAIS);
 - Highways Communication Strategy (HCS);
 - Highways Safety Inspection Policy;
 - Winter Services Policy;
- 1.5 The Asset Management Framework table shown in the HAMS encompasses these key documents and illustrates the local and national influences and dependencies that are in place to deliver our highway services.
- 1.6 The principles of our Performance Management Strategy (PMS) are outlined in the figure below, taken from the UKRLG Highway Infrastructure Asset Management Guidance Document.



2. Purpose

- 2.1 The aim of this PMS is to link Manchester's vision for 2025 outlined in its 'Our Manchester' strategy through to how highway operations are planned and managed on the ground. To do this, there needs to be a measure of both the outcomes that are important to the public, as well as the engineering objectives that are trying to be achieved.
- 2.2 Monitoring, reviewing and publishing our performance against defined levels of service will enable the Council to balance the needs of communities and our strategic aims and objectives with the available resources to ensure that appropriate services are being delivered for businesses and communities in Manchester.
- 2.3 Monitoring effective measures of performance can aid and improve decision making at both a strategic and operational level and provide the link between corporate vision, asset management strategy, levels of service and maintenance operations.

3. Performance Management Processes

- 3.1 This PMS identifies what information needs to be collected to measure performance against delivery and how frequently. This aligns with the Growth & Neighbourhoods performance management framework currently being devised.
- 3.2 Appendix 1 details the performance measures currently collected, along with their frequency, the level of service that they relate to and the defined performance targets.
- 3.3 A google site for highways is being developed which will allow updates to the performance measures to be stored in a central location and updated as required by the relevant people.
- 3.4 Performance dashboard reports are made available to senior decision makers at the frequencies defined in Appendix 1.
- 3.5 The review process may not be limited to the measures detailed, but will also look at any benchmarking parameters, together with any other operational efficiency measures such as the effect upon the service of implementing:
 - Changes to the operational service delivery;
 - Recommendations suggested by transformational / service reviews;
 - Collaborative working arrangements or
 - Changes in procurement arrangements;
- 3.6 The review process will assess any strengths and weaknesses identified, and action plans will be developed as required. The performance targets set will be reviewed annually during the final quarter of the financial year and adjusted for the following year if necessary.
- 3.7 Any lessons learned will be documented and used to refine policies, strategies and plans, including reviewing the performance management framework as appropriate.
- 3.8 Performance reviews will be considered when formulating funding allocations, and will be used to support future investment decisions.

3.9 New national and regional initiatives and innovations will be reviewed and incorporated into the performance management process where relevant so that any improvements can be captured and reported.

4. Benchmarking

4.1 In addition to the performance measures outlined in Appendix 1, the Council monitors a number of national and regional key performance indicators and commissions annual surveys from the National Highways & Transport Network (NHT) to capture the levels of public satisfaction with transport services.

4.2 Highways asset data submitted nationally includes infrastructure valuation as part of Whole of Government Accounts (WGA), Asphalt Industry Alliance independently commissioned Alarm surveys and Single Data List measures.

4.3 In order to contextualise the performance we measure and the feedback we receive from customers, Manchester City Council is an active member of a number of regional and national benchmarking and improvement groups including:

- The NHT's CQC Efficiency Network – where customer / quality / cost methodology is used to monitor service efficiency and produce a series of performance parameters, benchmarked against other local authorities;
- The GM Infrastructure Asset Management Group – comprising staff from the 10 GM districts, which collates highways asset information, as well as sharing knowledge and good practice.
- The Local Council Roads Innovation Group (LCRIG) – comprising staff from various highway authorities nationally, which benchmarks highway asset performance figures and shares innovation and knowledge across the sector.

4.4 Participation in these forums enables the authority to directly compare our performance with other authorities against regional and national trends.

4.5 A summary of these results is collated by the Highways Asset Manager for discussion at the asset management / highways board meetings as appropriate. The review process may be used to direct action plans to explore, and where relevant implement, initiatives which have proved successful for other authorities. Conversely, a plan may be developed to share initiatives that we have found successful with other authorities via these regional forums.

4.6 In order to ensure that benchmarking data is accessible and available to officers and stakeholders to improve services, key information will be published in a performance dashboard, hosted on the Council's website.

5. Evaluation and Review

5.1 This performance management strategy will be reviewed every 2 years and updated as required in consultation with the relevant Executive Member.

Appendix 1 – Performance measures collected

Level of Service	Ref.	Measure	Measurement Criteria	Target	Strategic / Tactical / Operational	Team responsible	Report frequency
A safe highway network	1.1	Reported road casualties (KSI trend)	Road traffic accident data collected by GM Police	Downward trend	Strat / Tact	Citywide Support	Quarterly
	1.2	Winter service (gritting) performance	% of gritting routes completed within scheduled time	>90%	Tact / Oper	Winter services	Annually
	1.3	Highway claims repudiated	% of highway claims successfully defended	>70%	Tact / Oper	Highway claims	Quarterly
	1.4	Safety Inspections completed on time	Percentage of Highway Safety Inspections completed on time	>70%	Oper	Reactive Maintenance & Inspections	Quarterly
	1.5	Cat 1 defect repairs carried out on time	Cat 1 defects repaired within defined response times	>70%	Oper	Reactive Maintenance & Inspections	Quarterly
	1.6	Cat 2 defect repairs carried out on time	Cat 2 defects repaired within defined response times	>65%	Oper	Reactive Maintenance & Inspections	Quarterly
A serviceable & resilient highway network	2.1	Road condition – all roads	% of carriageways (by area) at grade 4/5 from condition survey information	<20%	Strat / Tact	Highway asset	Annually
	2.2	Road condition – A roads	% of A roads (by area) at grade 4/5 from condition survey information	<10%	Strat / Tact	Highway asset	Annually
	2.3	Road condition – B&C roads	% of B & C roads (by area) at grade 4/5 from condition survey information	<15%	Strat / Tact	Highway asset	Annually
	2.4	Road condition – U roads	% of U roads (by area) at grade 4/5 from condition survey information	<25%	Strat / Tact	Highway asset	Annually

	2.5	Footway condition - all	% of footways (by area) at grade 4/5 from condition survey information	<10%	Strat / Tact	Highway asset	Annually
	2.6	Working drainage	% of gullies operating as required	70%	Strat / Tact	Cyclic cleansing	Quarterly
	2.7	Street works completion	% of street works completed on time – from GMRAPS system	90%	Tact / Oper	Resilience	Quarterly
Manage the network effectively & efficiently	3.1	Planned maintenance delivery	% of scheduled schemes completed in year	90%	Tact / Oper	Planned maintenance	Annually
	3.2	Planned maintenance spend	% of budget spent in year	90%	Tact / Oper	Planned maintenance	Annually
	3.3	% Efficiency	% CQC rating from NHT CQC network	>95%	Strat / Tact	Highways asset	Annually
Customer satisfaction	4.1	Satisfaction with highways maintenance	Highway maintenance satisfaction score from NHT survey	National average	Strat / Tact	Highway asset	Annually
	4.2	Number of enquiries	Number of all highways related enquiries received (CRM system)	Downward trend	Tact / Oper	Contact centre	Quarterly