

Highways Performance Management Strategy

Highways, Growth & Neighbourhoods Directorate

V2.1

Table of Contents

Record of Amendments	3
1. Framework	4
2. Purpose	5
3. Performance Management Processes	5
4. Benchmarking	6
5. Evaluation and Review	7
Appendix 1 – Performance Measures Collected.....	7

Highways Performance Management Strategy

Record of Amendments

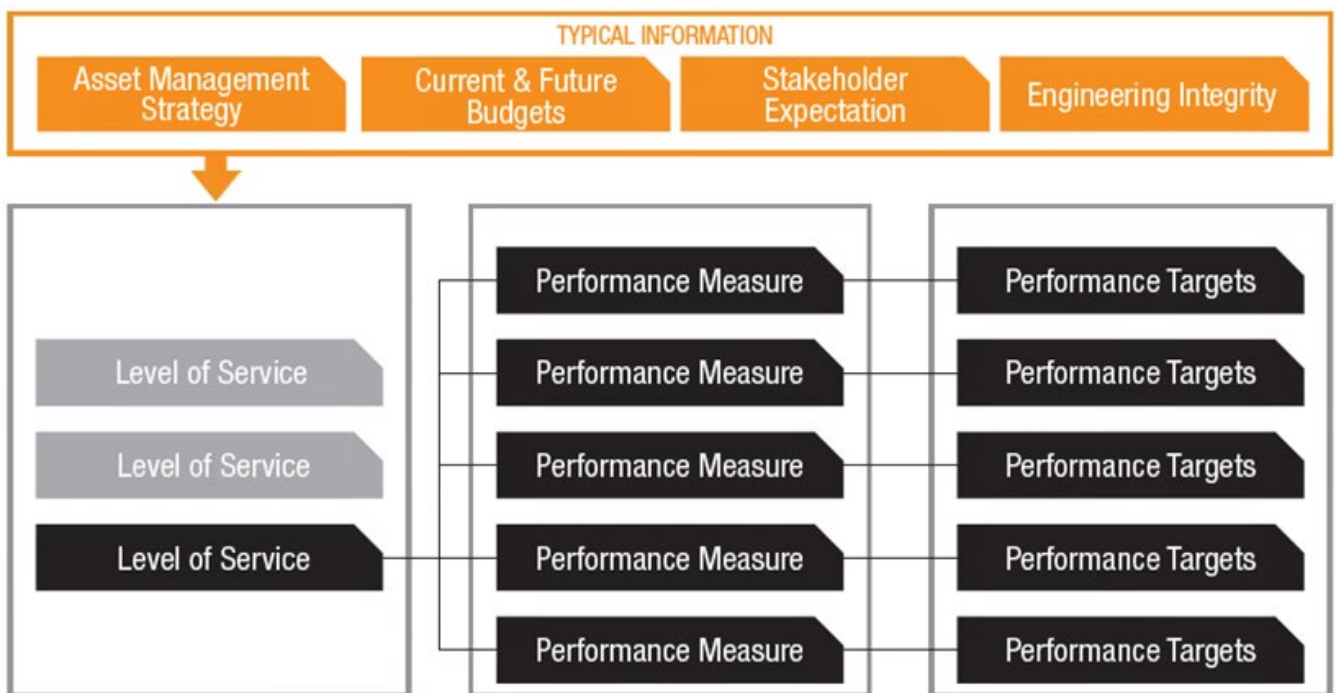
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Amendments List

Version	Amendment	By	Date
2.1	3.2, 3.3, 4.1, 4.3, 4.7, Appendix 1	TK	March'22

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 Data & Information Strategy (HAIS).
 - Highways Communication & Consultation 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 Neighbourhoods directorate performance management framework currently being devised.
- 3.2 Manchester is a member of the National Highways & Transport (NHT) Network, who have developed a standard Performance Management Framework (PMF) for the highways sector which offers a valuable tool in enabling improvement. PMF provides a hierarchy of performance measurement, linking operational performance at the lowest level to corporate goals at the highest level. It comprises 27 strategic measures and over 150 performance measures in total.
- 3.3 Our performance management strategy incorporates some of these performance measures, so that we can benchmark our service against all other authorities in the NHT network.
- 3.4 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.
- 3.5 A performance dashboard for highways has been developed which will allow updates to the performance measures to be stored in a central location and updated as required by the relevant people.
- 3.6 Performance dashboard reports are made available to senior decision makers at the frequencies defined in Appendix 1.
- 3.7 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;

- 3.8 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.
- 3.9 Any lessons learned will be documented and used to refine policies, strategies and plans, including reviewing the performance management framework as appropriate.
- 3.10 Performance reviews will be considered when formulating funding allocations and will be used to support future investment decisions.
- 3.11 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 As previously mentioned, the Council monitors several national and regional key performance indicators and commissions annual surveys from the NHT to capture the levels of public satisfaction with transport services as well as other performance measures.
- 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 several 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 NHT's PMF – Enables a hierarchy of measurement that highlights strengths and weaknesses and good and bad performance as well as a means of measuring improvement and targeting corrective action which can be benchmarked;
 - 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 / highway maintenance 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.

4.7 Results from the NHT surveys and analysis is also available on the NHT website.

5. Evaluation and Review

5.1 This Performance Management Strategy will be reviewed periodically 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
Accessibility	1.1	Public Satisfaction with ease of access	NHT survey results	>National average	Strategic	Highway asset	Annually
	1.2	% of flooding incidents that result in road closure	From CRM reports / Symology	<National average	Strategic	Highway asset	Annually
	1.3	Public Satisfaction with direction signposts for pedestrians	NHT survey results	>National average	Strategic	Highway asset	Annually
	1.4	Public Satisfaction with drop kerb crossing points	NHT survey results	>National average	Strategic	Highway asset	Annually
	1.5	% of bridge stock in very poor condition	Using Pontis bridge management system	<National average	Operational	Highway asset	Annually
	1.6	% of bridge stock in poor condition	Using Pontis bridge management system	<National average	Operational	Highway asset	Annually
Serviceability	2.1	% of total road network in red condition	% of carriageways (by area) at grade 4/5 from condition survey information	<20%	Tactical	Highway asset	Annually
	2.2	% of A road network in red condition	% of A roads (by area) at grade 4/5 from condition survey information	<10%	Operational	Highway asset	Annually
	2.3	% of B & C road network in red condition	% of B & C roads (by area) at grade 4/5 from condition survey information	<15%	Operational	Highway asset	Annually
	2.4	% of U road network in red condition	% of U roads (by area) at grade 4/5 from condition survey information	<25%	Operational	Highway asset	Annually
	2.5	% of footway network in red condition	% of footways (by area) at grade 4/5 from condition survey information	<10%	Tactical	Highway asset	Annually

	2.6	% of highway gullies not working as planned	% of gullies found to be blocked – from Kaarbontech system.	Downward trend	Operational		
	2.7	Public Satisfaction with condition of highways	NHT survey results	>National average	Strategic	Highway asset	Annually
	2.8	Public Satisfaction with keeping drains clear and working	NHT survey results	>National average	Strategic	Highway asset	Annually
	2.9	Public Satisfaction with street lighting	NHT survey results	>National average	Strategic	Highway asset	Annually
	2.10	% of all carriageway defects repaired on time	Carriageway defects repaired within defined response times	>National average	Operational	Reactive Maintenance & Inspections	Quarterly
	2.11	Defects per Kilometre	Total number of highway defects per Km	>National average	Operational	Reactive Maintenance & Inspections	Quarterly
	2.12	No. of enquiries per Kilometre	Number of all highways related enquiries received (CRM system)	Downward trend	Tactical	Contact Centre	Quarterly
	2.13	% of bridges general inspections (GI's) completed on time	From bridge management system	>National average	Tactical	Highway asset	Annually
	2.14	% of bridge stock in very good condition	From bridge management system	>National average	Operational	Highway asset	Annually
	2.15	% of bridge stock in good condition	From bridge management system	>National average	Operational	Highway asset	Annually
Sustainability	3.1	% of carriageway network treated (planned maintenance)	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually
	3.2	% of A road network treated	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually

	3.3	% of B road network treated	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually
	3.4	% of C road network treated	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually
	3.5	% of U road network treated	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually
	3.6	% of footway network treated	Area of completed schemes as % of total (planned maintenance)	>National average	Operational	Planned maintenance	Annually
	3.7	% of gullies emptied in the year	Cyclical gully cleansing regime	>National average	Operational	Drainage	Annually
Safety	4.1	Carriageway KSIs per 1,000 km of network	Number of annual KSIs collected by GM Police / network length	Downward trend	Tactical	Citywide team	Quarterly
	4.2	% of the road network at or below IL for skid resistance	Annual SCRIM surveys	<National average	Strategic	Highways asset	Annually
	4.3	% of safety inspections carried out on time	Percentage of Highway Safety Inspections completed on time	>70%	Operational	Reactive Maintenance & Inspections	Quarterly
	4.4	Public Satisfaction with speed of repair to damaged roads & pavements	NHT survey results	>National average	Tactical	Highway asset	Annually
	4.5	% of Winter gritting runs completed on time	Percentage of Winter gritting runs completed on time	>National average	Operational	Winter Services	Annually
	4.6	Public Satisfaction with cold weather gritting	NHT survey results	>National average	Tactical	Highway asset	Annually
	4.7	Public Satisfaction with speed of repair to street lighting	NHT survey results	>National average	Tactical	Highway asset	Annually

Financial	5.1	% of carriageway claims repudiated	% of carriageway claims repudiated	>National average	Strategic	Claims	Annually
	5.2	No. of carriageway claims per km	Total number of claims / network length	<National average	Strategic	Claims	Annually
	5.3	% CQC rating	From NHT CQC analysis	>National average	Strategic	Highways asset	Annually
	5.4	CQC normalized cost £/km	From NHT CQC analysis	<National average	Strategic	Highways asset	Annually