

# Swindon Borough Council Highway Asset Management Performance Management Framework



January 2018

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## 1.0 Framework

The Vision for Swindon 2030 sets out how the Council will shape the Borough and deliver growth that allows communities to prosper, families to live healthy and happy lives, and children to fulfil their potential. In order to deliver the Vision, the Council has developed four priorities and thirty pledges, which will enable Councillors and officers to prioritise their work.

The priorities and pledges championed within the Vision are effected through a series of objectives in the Council Plan and the ancillary Departmental Business Plan for Highways and Transportation.

These documents are supported by a Highway Infrastructure Asset Management (HIAM) Policy and Strategy which identify how efficient and sustainable management of highway assets can contribute to the overall Vision.

Swindon's current Highway Asset Management Policy and Strategy were approved by Cabinet in October 2015 and are available to view on the Council's website. They cover the period 2016-20 and will be reviewed periodically as required.

The Strategy called for the development of a suite of linked documents including a:

- *Performance Management Framework*,
- Communication Strategy;
- Highway Information Strategy; and,
- Individual Highway Asset Management Plans for each core asset group.

A summary of the framework and hierarchy of these documents is depicted in figure 1 (page 2).

## 2.0 Purpose

Swindon's highway infrastructure is the biggest capital asset that the Council owns and is vital to the town's economic and social prosperity. Our highway network is growing as new businesses and residents are attracted to Swindon.

The financial pressures we face in ensuring our network is fit for purpose in serving the needs of the wider community mean that we must become smarter, more flexible and innovative in our approach to managing these assets within the funding that is available to ensure that they continue to support our aspirations for the town.

Publishing and monitoring our performance against defined levels of service will enable the authority to balance the needs of communities and the council's aspirations, with the resources that are available, to ensure that the activities we carry out contribute to the success of the town.

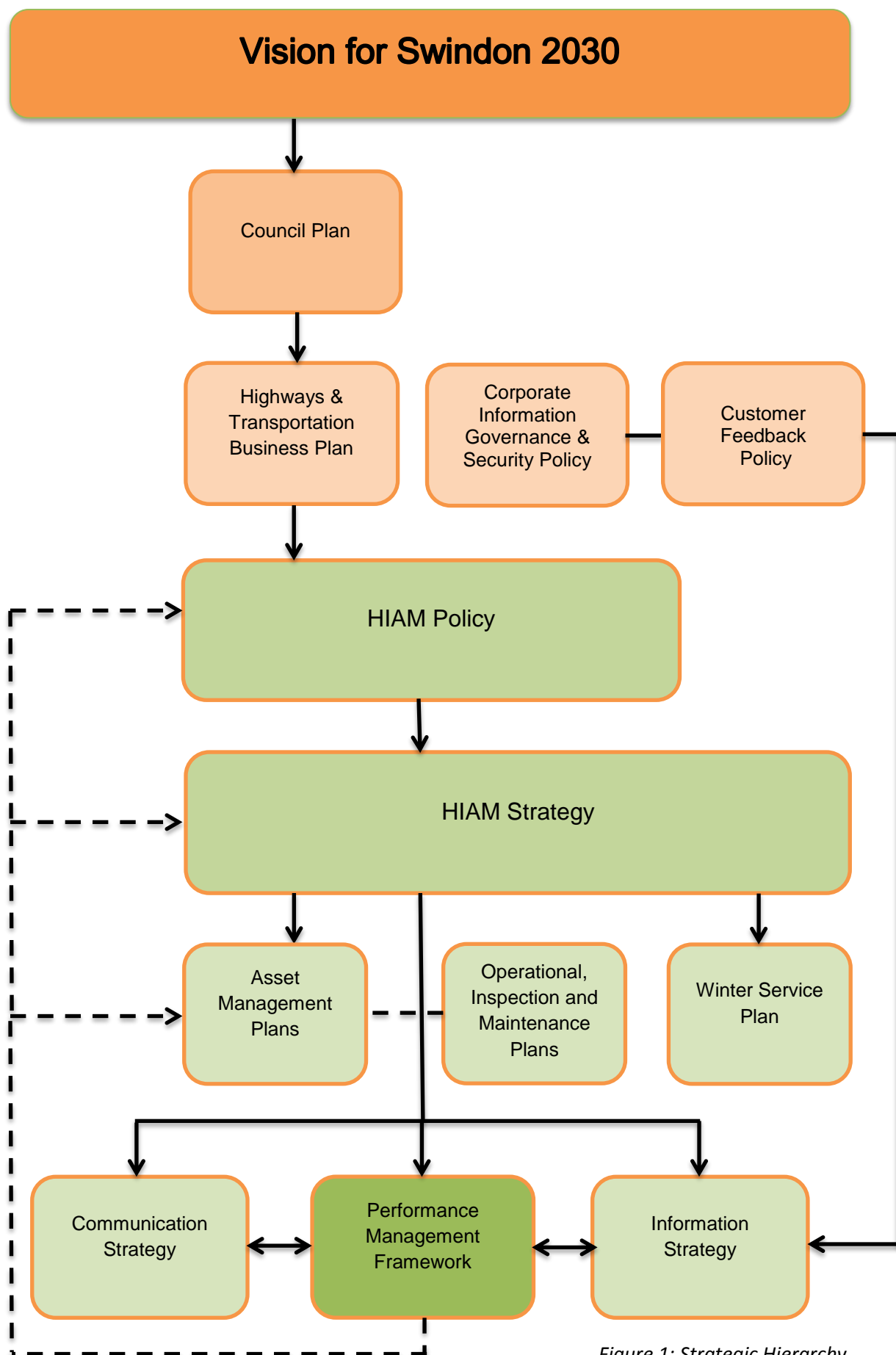


Figure 1: Strategic Hierarchy

### 3.0 Aims and objectives

The aim of the Performance Management Framework is to link Swindon's vision for 2030 through to how operations are planned and managed on the ground.

The Performance Management Framework is a key document which identifies what information needs to be collected to measure performance against delivery of the vision and how frequently the information should be collected. The requirements for this data are one of the key inputs recorded in the Information Strategy.

The Performance Measures detailed in appendix 1 will be reported in accordance with the protocol published in the Highway Asset Management Communications Strategy. The reports may be used to refine activities to increase performance and ensure that outcomes remain aligned with the council vision.

### 4.0 Levels of service and targets

The levels of service detailed in figure 2 were developed by a group of stakeholders in order to translate the high level vision and policy statements into an operational context.

The stakeholders considered the requirements of the HIAM and Communications Strategies; the data recorded in the Information Strategy and the measures which had previously been developed to support regional benchmarking exercises, and identified 50 possible measures of performance against the levels of service.

The possible measures were refined following consultation with senior decision makers into 15 key performance indicators which were agreed to best reflect the council vision; support business needs and be transparent to stakeholders. The performance measures which were agreed are detailed in appendix 1.

In order to determine an appropriate target for each performance measure, the level of risk associated with maintaining a low, medium and high level of performance was assessed. The risk was considered in relation to the desired service levels, current performance and budgetary impact. The performance targets which were agreed are detailed in appendix 1.

Vision Priority	HIAM Policy Statement	Service Level
1) Improve infrastructure and housing to support a growing, low-carbon economy.	1) By adopting a long term approach to asset management, we will increase the resilience of the network; promote consistent journey times and utilise sustainable solutions including low and zero carbon energy technology to reduce waste; environmental impact and whole life costs.	1) Ensure resilience on the network
2) Offer education opportunities that lead to the right skills and right jobs in the right places.	2) Our long-term approach to asset management; partnership working; development and maintenance will promote sustainable recruitment practices and enable skilled resources to be employed in the right place at the right time.	2) Promote sustainable solutions

3) Ensure clean and safe streets and improve our public spaces and local culture.	3) We will adopt a risk-based approach to asset management and will regularly inspect and maintain highway infrastructure assets to keep our highway network safe and working; reduce accidents; crime; the fear of crime and antisocial behaviour.	3) Sustain a safe & working network
4) Help people to help themselves while always protecting our most vulnerable children and adults.	4) We will regularly engage with the communities we serve by surveying public opinion to ensure that our strategy and supporting commissioning; financial and delivery plans work effectively as a whole, and that their combined effect meets agreed levels of service	4) Provide an accessible network
		5) Engage with stakeholders

Figure 2: Golden Thread

## 5.0 Performance management process

Performance reports will be made available to senior decision makers at the frequencies detailed in appendix 1.

The review process will not be limited to the measures detailed in Appendix but will be contextualised by using the results of benchmarking exercise discussed in section 6.0 together with other operational and business efficiency measures, for example the effect upon the service of implementing:

- Changes to the operational service delivery arrangements;
- Suggestions shared by supply chain partners;
- Any recommendations made by transformational reviews;
- Collaborative working arrangements; and
- Procurement changes such as entering into an HMEP Standard contract or similar good practice procurement model.

The review process will identify strengths and weakness and action plans will be developed as required. Any lessons learnt will be documented and fed into staff appraisal and development discussions or used to refine Policies; Strategies and Plans, including reviewing the Performance Management Framework as appropriate.

Investment decisions related to maintaining the highway asset are agreed annually by Cabinet as part of the Local Transport Plan (LTP) Implementation Plan. The Implementation Plan includes a 3 year indicative programme of works, subject to the annual resource decisions of the Council.

The performance report will be considered in depth as part of the annual strategic investment planning process to determine how historic investment decisions have impacted upon the performance of the network and to determine whether future investment decisions may be refined to increase performance and ensure that work activities remain aligned with the council vision.

## 6.0 Benchmarking

In addition to the local performance measures detailed in appendix 1, Swindon Council monitor a number of national and regional key performance indicators and commission annual surveys from the National Highways and Transport Network (NHT) to determine the level of public satisfaction with Council Highway Services.

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

- The NHT Network - Where Customer Quality Cost (CQC) methodology is used to monitor and compare service efficiency;
- The South West Highway Alliance - Where local and national key performance indicators of performance and efficiency are compared and benchmarked; and
- The Ringway Client Forum – Where opportunities for partnership working and innovation are discussed and shared between like-minded authorities.

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

A summary of the results of these benchmarking exercises will be collated by the Highway Asset Manager for discussion at the Service Manager meeting as appropriate. This review process may be used to direct action plans to research, and where appropriate implement, initiatives which have proved successful in other authorities. Conversely a plan may be developed to share, and where appropriate help other authorities to implement initiatives which have proved successful in this authority.

Significant findings will be fed into the annual strategic investment planning process through future Implementation Plan reports or Cabinet Member Briefings. Where appropriate, the findings will be used to refine Council services including reviewing and amending the HIAM strategy.

In order to ensure that benchmarking data is accessible and available to officers and stakeholders to improve services across the authority, key information will be published in a performance dash-board, hosted on the Council website by the Council's E-Communications team.

## 7.0 Evaluation and review

The Performance Management Framework will be reviewed annually and updated as required in consultation with the relevant Cabinet Member.

Service Level	Ref	Description	Measurement Criteria	Report Frequency	Levels of Risk			Performance - January 2018			Team Responsible
					Low	Medium	High	Trend	Current	Target	
1. Ensure resilience on the network	1.1	% of carriageways within the resilient network in good condition	'Good' is the % of the network where maintenance is not considered as defined by the national indicator. Carriageway length and hierarchy as reported for WGA purposes. 'Resilient network' as published on the SBC web-site.	Annually	>90%	80-90%	<80%	↓	73.40%	85.00%	HIAM
	1.2	% of gullies within the resilient network operating as required	'Resilient network' as published on the SBC web-site. Measure records the percentage of gullies which were attended during the reporting period, were able to be cleaned and did not surcharge when flushed.	Annually	>95%	85-95%	<85%	↑	99.80%	95.00%	HCS
2. Promote sustainable solutions	2.1	% of excavated material from carriageway resurfacing works being recycled	Measure records materials which have been removed during carriageway resurfacing works. 'Recycled' includes excavated materials which have been re-used using in-situ and ex-situ methods, together with material transported to a licensed transfer station for use elsewhere.	Bi-Annually							HCW / HPPD
	2.2	% of lighting stock using energy efficiency lighting measures	'Stock' is the number of lanterns maintained by the highway authority, irrespective of mounting type or proximity to the adopted highway. 'Energy efficiency lighting measures' includes LED lights and control measures such as dimming and trimming.	Annually	>50%	25-50%	<25%	↑	7.00%	35.00%	HIAM
3. Sustain a safe & working network	3.1	No. of insurance claims paid	Total number of claims citing poor condition of the highway network which are paid during the reporting period.	Annually	<15%	15-30%	>30%	↓	26.00%	15.00%	Insurance
	3.2	No. of reported killed and seriously injured road casualties	Incidents as recorded on the STATS 19 Police reports	Monthly	<5	5-10	>10	↔	4	4	Traffic
	3.3	% of carriageway network in good condition	'Good' is the % of the network where maintenance is not considered as defined by the national indicator, irrespective of road class. Carriageway length and hierarchy as reported for WGA purposes.	Annually	>80%	70-80%	<70%	↑	77.40%	75.00%	HIAM
	3.4	% of footway network in good condition	Measure is the aggregated length of functionally impaired and structurally unsound footways as recorded against UKPMS FNS criteria.	Annually	>90%	80-90%	<80%	↔	81.70%	85.00%	HIAM
	3.5	% of structures in good condition	Measurement in accordance with BCI system of Inspections. Good condition where BCIav score >80	Annually	>90%	80-90%	<80%	↓	84.90%	85.00%	HIAM
	3.6	% of lighting columns which have not reached their estimated lifespan	Number of assets and estimated lifespan as defined for WGA calculations.	Annually	<25%	25-50%	>50%		62.00%	35.00%	HIAM
	3.7	% of traffic signals which have not reached their estimated lifespan	Number of assets and estimated lifespan as defined for WGA calculations. Calculations for traffic signals per approach and pedestrian crossings per site.	Annually	>85%	85-75%	<75%		85.65%	80.00%	HIAM
4. Provide an accessible network	4.1	% of street works completed on time	'Street works' include works carried out by Statutory Undertakers and major council highway projects. 'On time' is in accordance with the programme approved by the street works team.	Quarterly							Street-Works
	4.2	% of highway structures without formal restrictions	The term 'restrictions' includes restriction to the width, weight or height of vehicles who may wish to traverse the structure.	Annually	>95%	95-85%	<85%		100.00%	100.00%	HIAM
5. Engage with stakeholders	5.1	No. of subscribers to SBC 'Highways News'	The measure records subscribers who receive the highways newsletter by email.	Monthly	>1750	1750-1250	<1250	↑	1769	2000	HPPD
	5.2	Level of customer satisfaction with condition of roads	Satisfaction criteria as defined within the national NHT survey question 6.01	Annually	>50%	49-40%	<40%	↑	40.00%	50.00%	HIAM

Risk Categories Key	
RISK	HIGH LIKELIHOOD OF:
LOW	Some minor impact on service OR less than £50k financial loss OR interest contained within the department OR litigation claims £5k to £50k OR minor personal injury
MED	Disruption to service OR £50k to £500k financial loss OR local public or press interest OR litigation claims £50k to £500k OR major personal injury
HIGH	Serious disruption to service OR greater than £500k financial loss OR national public or press interest OR litigation claims greater than £500k OR serious personal injury

**Notes**  
Base date for completion of annual reports is 1 month before the LTP Annual Implementation Plan is presented to the Leadership team for approval.

- Bi-annual and quarterly reports to be made at 3 monthly and 6 monthly intervals from the base date.
- Monthly reports will be collated by the Highway Asset Manager for discussion at the Service Manager meeting as appropriate.