

Knowsley Metropolitan Borough Council



Highways Performance Management Framework

Document Information

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1. Introduction

Knowsley Council, as highway authority, is the custodian of the borough's highway assets and the highway infrastructure forms the largest and most valuable public asset within the Council's control. Its management and maintenance needs to be undertaken in an organised, efficient manner to ensure that the network meets the needs and expectations of our stakeholders as much as possible within the constraints we face.

Monitoring our performance against defined levels of service will enable Knowsley 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 and future development of the borough.

2. Aims and Objectives

The aim of the Performance Management Framework is to link the Council's Strategic Priorities 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 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 identified 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.

3. Performance Management Process

Knowsley Council has a good performance management system in place to measure, monitor, compare and analyse performance indicators. The Performance Management Framework currently includes;

- **Indicators measuring the condition of the asset** – Performance Indicators (PI's) on road condition are measured by authorities across the UK. The condition PI's are reported annually.
- Condition surveys of both the carriageway and footway assets are carried out annually and there are a number of PI's that measure the overall condition.
- **Indicators measuring the contractor's performance** – Operational indicators are in place to measure and monitor the performance of the council's contractors in relation to service delivery, quality and efficiency.
- **Indicators measuring customer/stakeholder satisfaction** – Knowsley participate in the annual National Highways and Transportation (NHT) Survey to measure levels of customer satisfaction. Scheme specific satisfaction surveys are also used to measure the contractor's performance.
- **Safety Inspections** - Inspectors carry out routine safety inspections of the network as set out in the Highway Safety Inspection Policy.



Performance reports will be made available to senior decision makers at the agreed frequencies.

Quarterly and annual performance is reported to the Executive Director and Cabinet Member for Regeneration and Economic development via the corporate Balance Scorecard.

The Contractor reports monthly performance to the Operational Board with any areas for improvement escalated to the quarterly Strategic Board for consideration. If the performance against any Key Performance Indicator fails to meet the acceptable performance level or if it is predicted it will fail to meet the acceptable performance level, the Contractor promptly provides an action plan setting out the proposals for improvement of performance and issues the action plan to the Service Manager for acceptance. The action plan sets out the actions to be taken and the timescales for achieving acceptable performance against the Key Performance Indicator.

Either Party may propose that the Key Performance Indicators are changed at any time during the term of the contract. The proposals for change are considered by the Strategic Board.

The range of metrics that are gathered to assess the effectiveness of the delivery of the highways maintenance programmes are provided to managers in a range of dashboard outputs.

The review process will not be limited to the measures identified but will be supported by using the results of any benchmarking exercise. The review process will identify strengths and weaknesses and action plans will be developed as required. Lessons learnt will be documented and fed into 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. The Implementation Plan includes a three 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.

4. Benchmarking

In addition to local performance measures, the Council monitors a number of national and regional key performance indicators. In order to equate the performance we measure, and the feedback we receive from customers, the Council is an active member of a number of benchmarking and improvement groups including:

- The Liverpool City Region Combined Authority - where opportunities for partnership working and innovation are discussed and shared between like-minded authorities;
- National Highways and Transport Network (NHT) annual survey - where Customer Quality Cost (CQC) methodology is used to monitor and compare service efficiency;



- Department for Transport submissions in relation to condition data provides an indication of performance in relation to other authorities;
- Association for Public Service Excellence (APSE) Performance Networks for Street Lighting, Highways and Winter Maintenance and Street Cleansing Services; and
- Asphalt Industry Alliance independently commissioned ALARM survey.

Participation in these forums enables the Council to directly compare our performance with that of other authorities.

A summary of the results of these benchmarking exercises and significant findings will be fed into the annual strategic investment planning process or Cabinet Member Briefings.

5. Evaluation and Review

The Performance Management Framework will be reviewed annually and updated as required.

6. APPENDIX 1: Corporate Balance Scorecard

REF	Description	Head of Service	Editor	Reporting Frequency	Return Format	KMBC Target	Contractual Target	Variance (-) under / + over target	Reason for Variance	Action Taken to Improve Performance
SL01	The percentage of street lights lit within the borough	Jon Robinson	Michele Grey	6 Monthly (Contractual)	Percentage	99.00%	99.00%			
SL02	The number of late street lighting repairs	Jon Robinson	Michele Grey	Quarterly	Number of	97.00%	N/A			
SL03	The energy consumption of street lighting equipment in the borough (kw/h)	Jon Robinson	Michele Grey	Annual	KWh	N/A	N/A			
HM01	Highways maintenance: Repair of Priority 1 defects within 2 hours	Jon Robinson	James Taylor	Monthly	Percentage	98.00%	98.00%			
HM02	Highways maintenance: Repair of Priority 2 defects within 24 hours	Jon Robinson	James Taylor	Monthly	Percentage	95.00%	95.00%			
HM03	Highways maintenance: Repair of Priority 3 defects within 14 Days	Jon Robinson	James Taylor	Monthly	Percentage	95.00%	95.00%			
HM04	Highways maintenance: Repair of Priority 4 defects within 28 days	Jon Robinson	James Taylor	Monthly	Percentage	95.00%	95.00%			
HM05	Highways maintenance % customer services responded to within timescales	Jon Robinson	James Taylor	Monthly	Percentage	95.00%	95.00%			
HM06	Highways immediate response service attended within timescale	Jon Robinson	James Taylor	Monthly	Percentage	98.00%	98.00%			
HM07	Principal Road Condition	Jon Robinson	James Taylor	Annual	Percentage	N/A	N/A			
HM08	Non Principal road condition - classified	Jon Robinson	James Taylor	Annual	Percentage	N/A	N/A			
HM09	Non Principal road condition - unclassified	Jon Robinson	James Taylor	Annual	Percentage	N/A	N/A			
HM10	Number of apprentices employed in providing highways maintenance	Jon Robinson	James Taylor	Annual	Number of	4	N/A			

HM11	Highways maintenance contract overall efficiency target	Jon Robinson	James Taylor	Annual	Percentage	2.00%	N/A			
TS01	Traffic signal urgent priority fault response within target time	Jon Robinson	Michele Grey	Quarterly	Percentage	90.00%	N/A			
TS02	Traffic signal non - urgent priority fault response within target time	Jon Robinson	Michele Grey	Quarterly	Percentage	80.00%	N/A			
TS03	Traffic signal routine priority fault response within target time	Jon Robinson	Michele Grey	Quarterly	Percentage	80.00%	N/A			
CPE01	% of FPN issued deemed valid	Jon Robinson	Keith Moyles	Quarterly	Percentage	99.50%	N/A			
CPE03	Minimum deployed hours achieved (217.5hrs per week)	Jon Robinson	Keith Moyles	Annual	Percentage	100.00%	N/A			
SW01	% streetworks permit applications dealt with within target time	Jon Robinson	Stephen Hardman	Quarterly	Percentage	99.00%	N/A			
SW02	% of sample inspections carried out within planned timescale	Jon Robinson	Stephen Hardman	Quarterly	Percentage	100.00%	N/A			
SW03	Outstanding site development income as a proportion of overall expenditure (%)	Jon Robinson	Austin McGowan	Annual	Percentage	100.00%	N/A			
SW05	Average days duration of streetworks	Jon Robinson	Stephen Hardman	Annual	Percentage	4	N/A			
RS01	All KSI road casualties	Jon Robinson	Richard Thorpe	Quarterly	Number of	N/A	N/A			
HT01	Overall satisfaction rating - NHT Survey	Jon Robinson	James Taylor	Annual	Score	55	N/A			
HDC01	% of highways planning responses completed within 21 days of receipt	Jon Robinson	Austin McGowan	Quarterly	Percentage	90.00%	N/A			
HDC03	Outstanding Highways development income as a proportion of overall expenditure.	Jon Robinson	Austin McGowan	Quarterly	Percentage	100.00%	N/A			

APPENDIX 2: Highways Term Maintenance Contract Key Performance Indicators

Improving Knowsley the Place

No	Description	Criteria	Frequency of measurement	Target Performance	Acceptable Performance
1	Highways Safety Inspections	Each planned Safety Inspections (s58) is carried out in accordance with the timescales and requirements of the <i>Employer's Policy for Highway Safety Inspections</i> .	Monthly	100%	98%
2a	Safety Defect identification	Safety Defects identified and raised by the <i>Contractor</i> meet the Intervention Criteria in accordance with the <i>Employer's Policy for Highway Safety Inspections (audit carried out by Employer)</i> .	Monthly	100%	95%
2b	Repair of Priority 1 defects	Each Priority 1 defect is rectified in accordance with the timescales in the <i>Employer's Policy for Highway Safety Inspections</i> . The timescale commences when the <i>Contractor</i> becomes (or ought to become) aware of the defect through inspection or notification by the <i>Employer, the Service Manager or Others</i> .	Monthly	100%	98%
2c	Repair of Priority 2 defects.	Each Priority 2 Defect is rectified in accordance with the timescales in the <i>Employer's Policy for Highway Safety Inspections</i> . The timescale commences when the <i>Contractor</i> becomes (or ought to become) aware of the defect through inspection or notification the <i>Employer, the Service Manager or Others</i> .	Monthly	100%	95%
3a	Repair of Priority 3 defects.	Each Priority 3 Defect is rectified in accordance with the timescales in the <i>Employer's Policy for Highway Safety Inspections</i> . The timescale commences when the <i>Contractor</i> becomes (or ought to become) aware of the defect through inspection or notification by the <i>Employer, the Service Manager or others</i> .	Monthly	100%	95%
3b	Repair of Priority 4 defects	Each Priority 4 Defect is rectified in accordance with the timescales in the <i>Employer's Policy for Highway Safety Inspections</i> . The timescale commences when the <i>Contractor</i> becomes (or ought to become) aware of the defect through inspection or notification by the <i>Employer, the Service Manager or others</i> .	Monthly	100%	95%
4	Completion of drainage cleansing programme to required standard	Each drainage asset on the annual cleansing programme is cleansed to the required standard and in accordance with requirements of the annual cleansing programme.	Monthly	100%	98%
5	Immediate Response Service	Incidents / accidents are responded to in accordance with the timescales in the Immediate Response Service Requirements.	Monthly	100%	98%
6	Annual Traffic Management Programme on High Speed and Strategic Road Networks	Provision of Annual Traffic Management to the timescales and for the durations programmed	Annually	100%	95%
7	Service Part 3 and 4 Task Order	(a) The Contractor submits a detailed Work Programme to the Project Manager within 5 days of receiving the Task Order.	Monthly	100%	98%

	Task Order Requirements	(b) The Contractor submits the Construction Phase Plan to the Project Manager for approval a minimum of 14 days prior to the date on which the works are programmed to commence. (c) The Contractor submits Detailed Traffic Management Drawings to the Project Manager for approval a minimum of 14 days prior to the date on which the works are programmed to commence.			
8	Service Part 3 and 4 Task Order Completion and Defects	(a) Task Completion for Service Part 3 and 4 Task Orders is on or before the Task Completion Date as adjusted by compensation events and defects correction period. (b) All notified defects are corrected by the end of the defects correction period (excluding those beyond the control of the <i>Contractor</i>). If a Task Order contains different work sites, then each work site is measured separately.	Monthly	100%	95%
9	Service Part 2 works defect levels	The individual reactive works carried out rectifying safety defects are checked by the <i>Employer</i> in respect of being defect-free in conformance with the highways specification (spot audit carried out by Employer).	Monthly	95%	92%
10	Accuracy of monthly payment application amount.	The monthly payment application is within +/- 5% of monthly payment certificate amount.	Annually	12/12 applications	11/12 applications
11	Service Part 3 and 4 Task Order payment application	The <i>Contractor</i> submits a final application for payment no later than 28 days after completion	Monthly	100%	100%
12	Accident Frequency Rate for Contractor and Sub-contractor	The AFR is measured in accordance with HSE metric.	Annually	<0.1	To be agreed by Operations Board
13	Site safety audits	All site audits achieve "pass" or "pass with minor observations" in accordance with the Employer's audit requirements. The audits can be carried out retrospectively. Strategic Board to agree audit requirements.	Annual	100%	100%
14	Customer Service Requests	Customer Service Requests are dealt with in accordance with the timescales in the Service Information (7 days).	Monthly	100%	95%
15	Customer correspondence	Customer correspondence (emails, letters, calls, SMS, social media and the like) are responded to in an appropriate manner within the timescales in the Service Information.	Monthly	95%	90%

Create a Thriving, Diverse Economy

No	Description	Criteria	Frequency of measurement	Target performance	Acceptable Performance
1	Innovation and value for money proposals as per the Service Improvement Plan.	The <i>Contractor's</i> proposals in the Service Improvement Plan provided in accordance with Section 5 of this Partnering Information are delivering value for money.	Annual	2% efficiency savings	1% efficiency savings per annum
2	% of people employed in delivering the services who reside in Knowsley or neighbouring Councils	% of people with a home address with a Merseyside postcode who are employed by the <i>Contractor</i> . Target to be set by Strategic Board.	Annual	85%	80%
3	% of non-surfacing work by value delivered by sub-contractors who have a base in Knowsley.	Excludes national surfacing contractors in order to provide balance between national supply chains and local providers.	Annual	Target to be set by Strategic Board	
5	Prompt payment:	% of invoices of suppliers and Subcontractors to the <i>Contractor</i> that are paid on time in accordance with the Fair Payment Charter.	Annual	95%	90%

Narrow the Inequality Gap

No	Description	Criteria	Frequency of measurement	Target performance	Acceptable Performance
1	Number of apprentices employed in Providing the Service.	Total number of person-months worked by apprentices employed by the <i>Contractor</i> during each year to give a year average not a snapshot. Calculation: the sum of each apprentice employed x the number of months worked during the year by that apprentice. Example: If 2 no apprentices are each employed for 12 months in the relevant year; 1 no is employed for 9 months in the relevant year and 3 no are each employed for 6 months in the relevant year = $[2 \times 12] + [1 \times 9] + [3 \times 6] = 51$ person-months.	Annually	48 person-months or that identified in <i>Contractor's</i> quality plan	75% of target performance
2	Number of apprentices that are offered permanent positions with the Provider on completion of apprenticeship.	Number of apprentices employed by the <i>Contractor</i> that are offered permanent positions.	Annually	100% of apprentices	75% of apprentices
3	Number of placements, secondments and work experience places provided to young people (not apprenticeships)	Total number of person-weeks of placements, secondments and work experience provided annually. Example: If 4 people are provided 4 weeks of work experience, total = 16 weeks.	Annually	Targets to be set by the Strategic Board	



4	Number of placements, secondments and work experiences places provided to long-term unemployed people.	Total number of person-weeks of placements, secondments and work experience provided annually. Example: If 3 people are offered 4 weeks of work experience, total = 12 weeks.	Annually	Targets to be set by the Strategic Board
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Appendix 3: Street Lighting Performance Indicators

No	Description
BVPI215 (a)	The average number of days taken to repair a street light fault, which is under the control of the Authority.
BVPI215 (b)	The average number of days taken to repair a DNO street light fault, which is under the control of the Authority.
LPI SSL1	Percentage of Street Lights working as planned
LPI SSL2	Percentage of customers satisfied with the Service
LPI SSL3	Number of Lighting Columns and Traffic Sign Posts over twenty (20) years old.
LPI SSL4	The number of reportable incidents to employees of the Service Provider or Sub-Contractor under the Health and Safety at Work Act.
LPI SSL5	The number of claims for damages from members of the public relating to the Apparatus settled at greater than £500.

Appendix 4: Traffic Signal Performance Indicators

No	Category	Response time	Period response time applies
1	Emergency	2 hours	24 hours per day; 365 days per year
2	Urgent, likely to cause severe congestion	4 hours	07:00 to 19:00; 365 days per year
3	Minor hazard or possible congestion	8 hours	07:00 to 19:00; 365 days per year
4	Routine – non hazardous	24 hours	07:00 to 19:00; 365 days per year
RTC	Equipment damaged and possibly hazardous – urgent investigation required	2 hours	As level 1
TP	Equipment damaged by third parties such as Contractors, vandals etc. and possibly hazardous – urgent investigation required	4 hours	As level 2
Trips & Falls	Any surface/subsurface traffic signal related equipment which has become damaged or unseated or otherwise disrupted so as to cause a trip hazard of greater than 20mm to the immediately surrounding area, or a fall hazard as in a broken or missing pit cover, or similar	2 hours	As level 1