

Performance Management Framework

A component document of the Highways Infrastructure
Asset Management Plan (HIAMP)

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Table of Contents

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	5
Relationship of Asset Management Framework with Highway Infrastructure Asset Management Plan (HIAMP) Documentation	5
3. PERFORMANCE MANAGEMENT FRAMEWORK	6
4. OVERVIEW	7
5. PERFORMANCE MANAGEMENT PROCESS	8
Areas of Measurement	8
Performance Scoring.....	9
Performance Flags.....	9
Submission of PMF Data Scores	9
6. ROLES AND RESPONSIBILITIES	10
7. AUDIT AND REVIEW.....	11

1. EXECUTIVE SUMMARY

The Performance Management Framework (PMF) describes the process for measurement and management of performance in delivering highway infrastructure asset management within Southwark.

The **HIAMP - Policy, Strategy and Service Levels** document sets out a number of drivers for change for the Environment and Social Regeneration division.

To create a public realm that is attractive to customers the diverse needs of customers needs to be met, while also continuing to develop a sustainable approach. Operating the highway network more effectively lies at the heart of greater sustainability, as the highway network must function effectively to support the local economy.

To take a risk based approach to the maintenance of the highway, looking to mitigate those risks that may result in harm or injury and exploiting those risks that may result in opportunity for the council, businesses and residents.

To monitor our progress and achievements toward this vision, outcomes have been determined that support these aims. This includes certain Performance Measures that provide suitable metrics of performance that will support delivery of these objectives.

Maximising performance against Performance Measures that are closely aligned to our objectives will be a primary aid to ensure that our strategic goals and overall vision are achieved. Performance Management will be used to underpin best value, efficiency, risk management and accountability within the Highways division.

This Performance Management Framework document provides a consistent method of measurement, as the provision of a consistent framework will allow performance to be analysed in a variety of ways and action taken to drive continual improvement. The Performance Management Framework will be subject to regular review to ensure that it reflects the current requirements of the authority. We will:

- increase the visibility of performance measures
- reduce subjectivity in the scoring of performance measures, thereby providing the consistency required to compare performance across Areas
- benchmark performance measures
- drive improved effectiveness and efficiency through evidence-based decision making.
- enable effective risk management

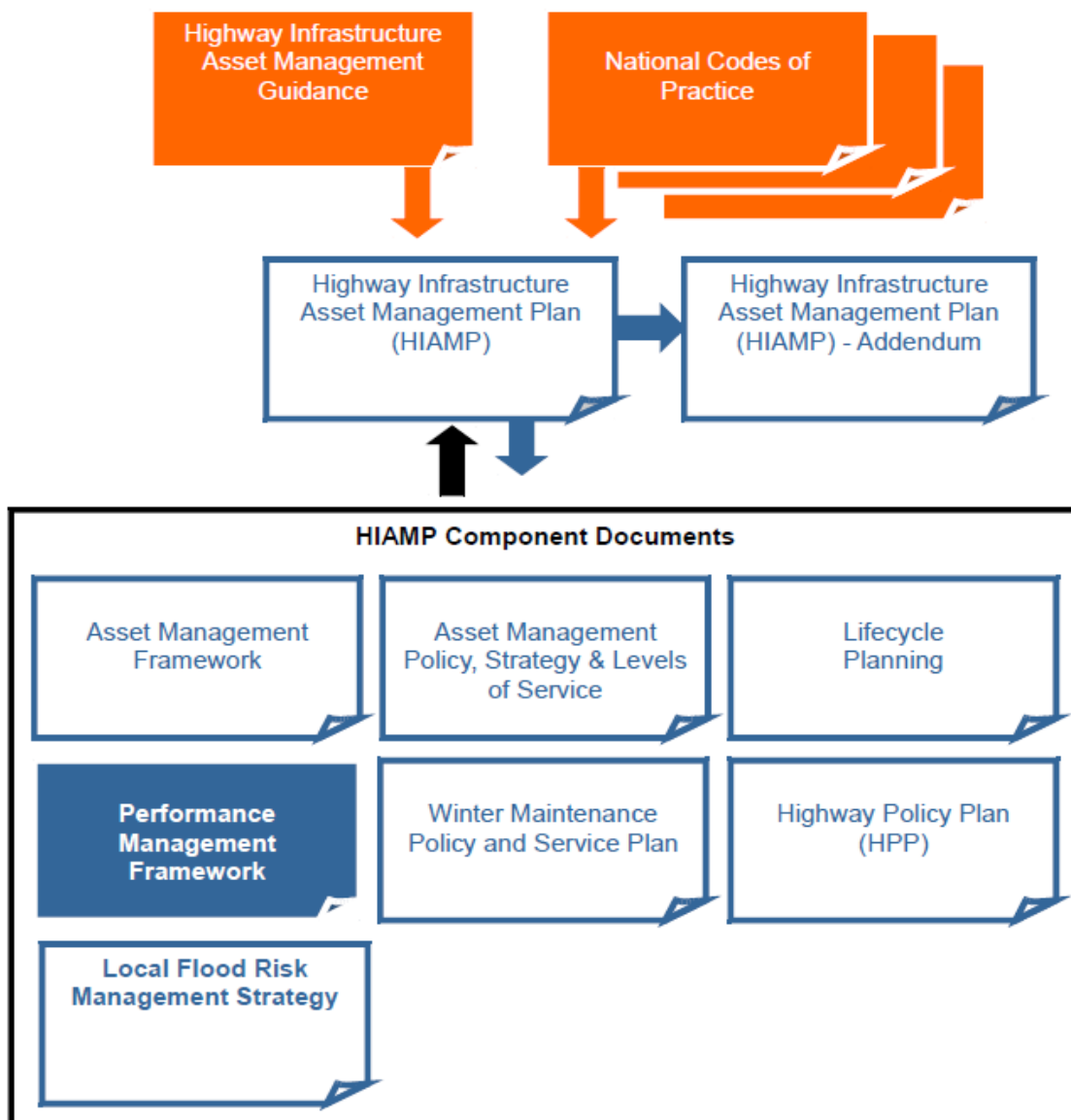
2. INTRODUCTION

Relationship of Performance Management Framework with Highway Infrastructure Asset Management Plan (HIAMP) Documentation

The HIAMP is a high level document that takes a long term view which will only need to be updated when there is a change in policy or approach, or to reflect improvement actions undertaken following a Management Review.

The Performance Management Framework to the HIAMP is a component document providing asset management information, which will be regularly updated to reflect the progress undertaken in asset management. This Performance Management Framework is an essential part of how Southwark manages its highway network as a strategic resource and individual highways as strategic assets.

Figure 1 – Relationship of HIAMP documents



3. PERFORMANCE MANAGEMENT FRAMEWORK

Southwark Council is continually driving forward improved services and better outcomes from its highway assets. The *HIAMP - Policy, Strategy and Service Levels* document sets out a number of drivers for change for the Highways division, which include:-

Driver D1

- To improve the borough's physical environment.
- Create a public realm that is attractive to and liveable for residents, business and visitors alike.
- Manage the risk that highway assets may present to the authority.

Drive D2

- The ambitions contained in the *Sustainable Community Strategy (SCS) Southwark 2016* shall be reflected in the Highways Infrastructure Asset Management Plan.

It is essential to drive business improvement to achieve these aims, thereby strengthening the Environment and Social Regeneration department's contribution to a sustainable transport system. Operating the highway network more effectively lies at the heart of greater sustainability, and to ensure the highway network functions effectively to support the local economy. To create a public realm that is attractive to customers the diverse needs of customers has to be met, while continuing to develop a sustainable approach.

Monitoring risk performance provides useful information on poor results and trends. Important lessons can be learned that will assist with improving the design of the performance management framework.

This Performance Management Framework (PMF) defines how Southwark will manage its highway assets efficiently and thereby improve their performance.

4. OVERVIEW

The process builds on current best practice in performance management and risk management and delivers visibility of performance measures. It provides a link between Southwarks' Strategic priorities, the outcomes that are required and the performance measures that are used to monitor these aspects.

The PMF allows for the production of performance scores by providing clear scoring guidance where only limited guidance existed previously. It applies to any externally sourced performance data and also that from service providers.

Regular reviews of the PMF will be undertaken in order to capture lessons learned and support continuous improvement of the process. It is intended that periodic updates to the PMFs will take place. Reviews will refocus on the strategic goals or adapt scoring to reflect changes in objectives.

The PMF allows the Highways division to:

- increase the visibility of performance measures
- reduce subjectivity in the scoring of performance measures, thereby providing the consistency required to compare performance across Areas
- benchmark performance measures
- drive improved effectiveness and efficiency through evidence-based decision making
- enable risk management

This will aid in the drive for improved effectiveness, efficiency and accountability in the delivery of the asset management services.

The performance management framework draws upon the framework for managing risk in ISO 31000, the international standard for Risk Management – Principles and Guidelines.

Figure 2. Framework for Managing Risk.



5. PERFORMANCE MANAGEMENT PROCESS

Areas of Measurement

To allow the Highways division to consistently measure and manage performance it has identified a number of Areas of Measurement which complement the priorities contained in the *HIAMP - Policy, Strategy and Service Levels*. These Areas of Measurement are;

Safety of the Highway Asset

These measure how the Environment and Social Regeneration division is providing safety maintenance, by maintaining the safety of road users on the highway network.

Resilience or Condition

This measures how we are achieving the objective to maintain the highway asset in a condition that is sustainable in the long-term.

Customer Trust

This area is used to measure how we plan and deliver services that either reduce congestion at planned works or result from incidents on the network.

Standard of delivery

This area is used to measure contractual performance in terms of quality management and continual improvement, and how projects are delivered including cost control, time management and right first time delivery.

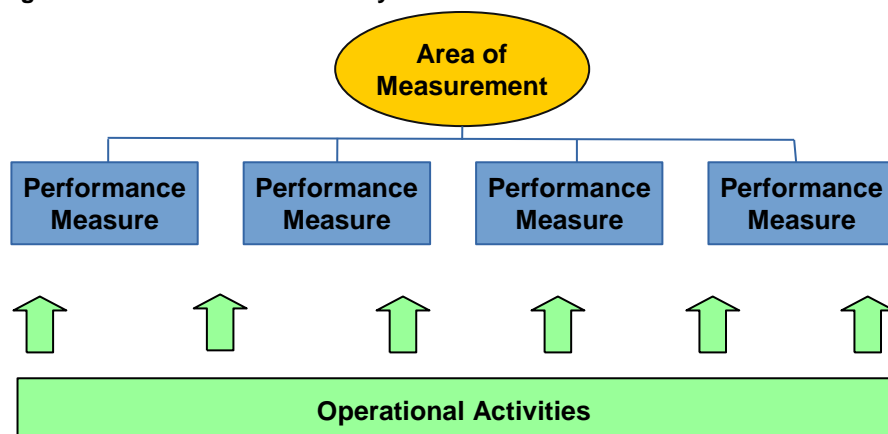
Sustainable solutions

An area which will measure how service delivery affects the environment and the local community.

All of the above areas of measurement are perceived as risks to the authority that need to be managed.

Under each of these Areas of Measurement a hierarchy of Performance Indicators have been identified and their contribution to the Strategic Goal determined. The hierarchical arrangement is shown schematically in Figure 3 below:

Figure 3. – Performance Hierarchy



Performance Indicators are described in the HIAMP Addendum which provides timescales for

provision and details of the measurement process.

Performance Scoring

The scoring of performance in the PMF is carried out at aspect level. Every aspect receives a Red, Amber, Green or White score (the RAG score), depending on performance.

White (W) represents no score provided.

Red (R), Amber (A) and Green (G) have meanings defined in the relevant Scoring Guidance. Where Green represents achievement of target.

Trends will be identified and results reported in the HIAMP Addendum annually.

Performance Flags

Performance and strategic goals are represented in the form of Performance Flags (as opposed to averaging the performance score) and displaying the resulting RAG score. An example Performance Flag is shown in Figure 4 below.

Figure 4. – Performance Flag

Red	Amber	Green	White
Target not achieved	Close to Target	On Target	No Score

A Performance Flag has the ability to show the detail behind a performance score. For example, a flag which is part Green and part Red indicates that there are some areas of good performance and some areas of poor performance in the element being looked at.

Submission of PMF Data Scores

Submission of scores will be a Data Entry Sheet, a summary of which is contained in the [*HIAMP - Addendum*](#).

6. ROLES AND RESPONSIBILITIES

Responsibility for Performance Management lies primarily with the Highways division and its service providers. The Team Managers are responsible for monitoring and obtaining any externally sourced performance data and that from the service providers. The Head of Highways is responsible for managing the PMF process, including continual improvement of the process itself.

Everyone involved must work together to score, agree and report performance, plan and implement improvement actions, and provide visible evidence at each stage of the process.

The Head of Highways is responsible for:

- Collating the performance scores in the specified timescales.
- Producing the performance reports and circulating them to the relevant Team Managers and where appropriate the service providers.
- Producing National reports and circulating them to the relevant stakeholders.
- Carrying out performance audits to ensure the process is being correctly implemented.
- Co-ordinating feedback on the process and incorporating improvement actions in future versions of the process.

The Highways Maintenance Team Manager is responsible for:

- Determining available external providers of performance data and commissioning collection of data to the specified timescales.
- Agreeing the performance scores with the service providers to the specified timescales.
- Ensuring that the evidence is provided to justify the scores.
- Forwarding the agreed performance scores to the Head of Highways to the specified timescales.
- Reviewing the performance reports and determining improvement actions with the Head of Highways and where appropriate the service providers.
- Providing input and feedback for the continual improvement of the PMF.

Where service providers provide performance measures they are responsible for:

- Self-Scoring their performance against the scoring guidance in accordance with the timelines.
- Providing evidence to justify their scores.
- Submission of scoring to the Highways Maintenance Team Manager.

- Agreeing the scores with the Highways Maintenance Team Manager.
- Submission of Operational Data to the specified timescales.
- Reviewing the performance reports and determining improvement actions with the relevant Team Manager.
- Implementing those improvement actions.
- Providing input and feedback for the continual improvement of the PMF.

All participants in the process have a collective responsibility to ensure performance reporting is not just for reporting's sake but is undertaken to inform improvement actions.

7. AUDIT AND REVIEW

As the PMF process sits within the context of performance management and continuous improvement activities, the reporting process will be subject to audit and review.

Based on feedback and further research of the Performance Indicators, the PMFs will be subject to continual improvement. Changes will be centrally controlled by the Head of Highways to maintain consistency and comparability.

Any reviews will be implemented by the Head of Highways in consultation with the Group Managers of the Highways Division. Where Performance Measures are provided by service providers, then any changes will be implemented after engagement with the service provider.

The Performance Guidance Documentation will be updated annually, assuming updates are required. Where version updates need to be communicated then this will be from the relevant Team Manager.

New or emerging risks may lead to performance measures being incorporated into this framework.