

# Asset Management Performance Management & Continuous Improvement



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## Contents

Asset Management Framework	2
Performance Management and Continuous Improvement	2
Importance of Performance Management	2
Performance Monitoring	2
Table I: Place MPR – Asset Management Local Indicators	3
Types of Performance Monitoring	4
Performance Reporting including The Performance Timeline	4
Key Principles (creating a culture)	6
Benchmarking	6
Code of Conduct	7
Customer Expectations	7
Customer Satisfaction Survey	8
Customer Reviews / Keeping the Customer Informed	8
Customer Communications	8
Consultations with Residents	8
Freedom of Information (FOI)	9
Subject Access Requests	9
Complaints Management	9
Data Collection and Quality	10
Data Protection Principles	11
Levels of Service	11
Why Use Levels of Service	11
Highways Contract Management	12
Cashable and Non-Cashable Savings	12
Lean Review	13



## **Asset Management Framework**

Southend on Sea Borough Council has developed the following Asset Management Framework for all its activities and processes which are necessary to manage, document, implement and continually improve delivery of its transport infrastructure asset management.

## **Performance Management and Continuous Improvement Framework**

The purpose of the Asset Management Performance Management and Continuous Improvement Framework is to support Southend on Sea Borough Council in delivering its asset management priorities through a robust, transparent and repeatable process for recording, monitoring, analysing, and reporting performance for all its critical infrastructure assets. A Performance Management and Continuous Improvement Framework, that links strategic and operational criteria, is fundamental to a holistic asset management approach. It enables Southend on Sea Borough Council to assess and demonstrate the impact that different investment scenarios will have on the performance of the infrastructure network, level of road user satisfaction, engineering/contract measures and condition targets.

In particular the Performance Management and Continuous Improvement Framework can:

- demonstrate actual performance against targets to all asset management stakeholders
- show the effectiveness of the spend on infrastructure assets

## **Importance of Performance Management**

Successful asset management delivery requires the ongoing monitoring of performance in order to ensure that the agreed levels of service are being delivered. Performance management is important to Southend on Sea Borough Council as it provides the ability to:

- Document the differences between actual and planned performance and identify the reasons for any differences
- Prioritise and allocate diminishing resources effectively;
- Ensure value for money;
- Motivate and engage competent staff, and assign accountability;
- Identify and rectify poor performance at an early stage;
- Learn from past performance and improve future performance;
- Increase public satisfaction and help improve services for service users;
- Implement action strategies to adapt performance.

## **Performance Monitoring**

The performance of the highways service will be benchmarked against a series of asset management performance indicators for the critical assets initially, with the intention of incorporating the non-critical assets over time.

The asset management performance indicators assess the inventory data quality and coverage for each asset type identified and will be benchmarked against the 5-year action plan and improvement targets developed from the gap analysis. Robust, high quality inventory and condition data allows Southend on Sea Borough Council to monitor the impact of the Highway Infrastructure Asset Management Plan (HIAMP) and review and implement changes

if required. Results from the performance indicators are reviewed at regular intervals with senior decision makers.

#### PLACE MPR – Asset Management local Indicators

PI	Short Name	Calculation/collection method	Current Target	Collection
MP2	KBI 21 -Satisfaction with road safety environment	Calculation/Collection method - NHT Survey	65%	Yearly
MP3	KBI 03 -Ease of access	Calculation/Collection method - NHT survey	80%	Yearly
MP4	KBI 04 -Ease of access (disabilities)	Calculation/Collection method - NHT Survey	80%	Yearly
MP5	KBI 05 -Ease of access (no car)	Calculation/Collection method - NHT Survey	80%	Yearly
MP7	KBI 08 -Satisfaction with Local PT Information (BVPI103)	Calculation/Collection method - NHT Survey	50%	Yearly
MP8 (a)	KBI 12 -Satisfaction with specific aspects of Pavements & Footpaths	Calculation/Collection method - NHT Survey	65%	Yearly
MP8 (b)	KBI 13 -Overall Satisfaction with Cycle Routes & Facilities	Calculation/Collection method - NHT Survey	65%	Yearly
MP9	KBI 17 -Overall Satisfaction with Traffic Levels & Congestion i.e. queues	Calculation/Collection method - NHT Survey	50%	Yearly
MP10	HMBI 01 -Condition of road surfaces	collection - NHT survey	40%	Yearly
MP11 (a)	Contract KPI -Lot 1	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (b)	Contract KPI -Lot 2	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (c)	Contract KPI -Lot 3	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (d)	Contract KPI -Lot 4	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (e)	Contract KPI -Lot 5	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP12	HMBI 11 -Provision of drains	Calculation/Collection method - NHT Survey	60%	Yearly
MP13	HMBI 22 -deals with flooding -roads and pavements	Calculation/Collection method - NHT Survey	55%	Yearly
MP14	HMBI 12 -Keeps drains clear and working	Calculation/Collection method - NHT Survey	60%	Yearly
MP16	HMBI 9 -Maintenance of highway verges/trees/shrubs	Calculation/Collection method - NHT Survey	60%	Yearly
MP17	Reduction of the number of street light outages	Calculation/Collection method - Dead sure reports	1,500	Yearly
MP18	HMBI 5 -Provision of street lighting	Calculation/Collection method - NHT Survey	65%	Yearly
MP21	TCBI9 -Location of permanent traffic lights	Calculation/Collection method - NHT Survey	70%	Yearly
NI 178(i)	Bus services running on time: Percentage of non-frequent services on time.		74.0%	Quarterly

## Types of Performance Monitoring

Audits can include customer satisfaction surveys, sample condition surveys and adhoc inspections. Random audits can be used to independently audit the performance of the Highway authority who is working under quality management systems. System audits where software systems have been implemented will provide a source of performance management data. Monthly audits where established systems are in place to obtain monthly performance statistics. Annual audits are where indicators are based on information supplied annually.

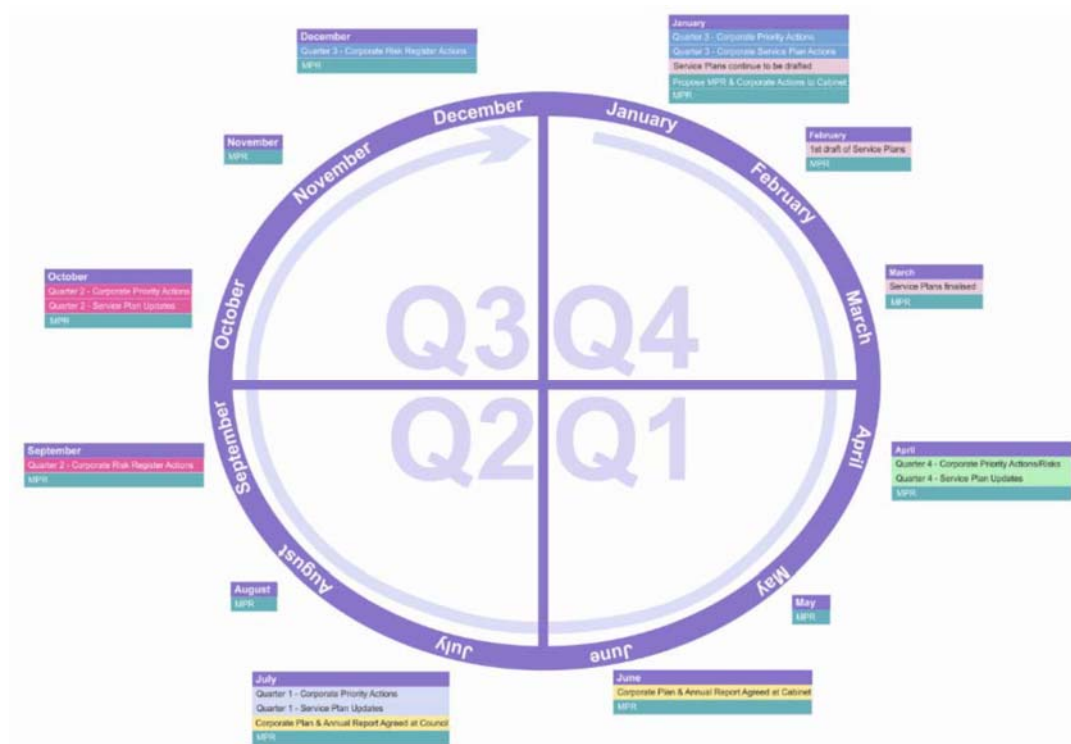
## Performance Reporting including The Performance Timeline

All elements of Performance Management in the Department for Place and its Continuous Improvement Framework are built around the annual performance timeline. Monitoring and regularly reporting on performance is essential for ensuring that the Department for Place achieve the Council's priorities and that the information informs decision-making and future plans.

The Department for Place have a number of key Corporate Performance Indicators which are monitored and reported in the Council's Monthly Performance Report (MPR). This report is presented to the Departmental Management Team (DMT) and the Corporate Management Team (CMT) and Cabinet.

The Corporate Priority Actions and Risks are also monitored and reported to the meetings above on a quarterly basis. Within the Service Plans for each Service Area there are a number of Indicators, Actions and Risks, which are specific to their areas of expertise, together with robust analysis that supports this data. These are monitored and reported quarterly to DMT.

All Indicators, Actions and Risks are recorded and monitored on the Corporate Performance Management Software (Covalent).



The Department for Place aims to operate a Performance and Risk Management system where everyone knows;

- What needs to be achieved,
- What is required of them and when
- What is measured and managed
- What progress is being made

The Department's resources must be aligned, focusing effort in the right places and delivering maximum value for the residents and visitors of Southend. The Department must proactively manage any risks that might affect delivery by regularly reviewing progress and taking action to stay on target. To help achieve its aims the Department will strive to ensure that the following characteristics, which have been identified as important in high performing organisations are embedded across the Departmental service areas:



The effective management of performance within the Department for Place follows the seven values of the Council, which are;

1. **Excellence** - we aspire for excellence in our work
2. **As One** - we work as one organisation
3. **Responsible** - we are all responsible for the performance of our organisation
4. **Open and Honest** – we are open, honest and transparent
5. **Customer Care** - good customer care is at the heart of everything we do
6. **Supportive** - we support, trust and develop each other
7. **Valuing All** - we value the contribution of our people

The Department for Place also embeds the Council's vision of 'Creating a better Southend' supported by the following five aims as included within the Departmental Service Plans, linking Corporate Priorities, Indicators and risks to these aims;

- Clean
- Safe
- Healthy



- Prosperous
- Led by an Excellent Council

Continuous Improvement is used by the Department for the on-going improvement of services delivered within the Service Areas.

### **Key Principles (creating a culture of);**

- Continuously understanding customers' needs
- Optimising organisational performance
- Focusing on means to an end
- Continuous learning on mistakes
- Continuously improving systems and processes
- Fixing root causes of problems
- Every level is responsible for continuous improvement

### **Risk Management**

Using the Risk Management Policy Statement and Strategy 2015 (found at <http://seattle/Pages/Risk-Management.aspx>) as a guide, Department for Place is aware of the need to manage risks. Service Plans for each Service Area include a section for Departmental Risks, these are reported on Quarterly. Deputy Chief Executive for Place will liaise with the Directors to identify those risks that are of such significance that they are required to be monitored via the Council's Corporate Risk Register. Corporate Risks are considered monthly by CMT and in detail quarterly. The risks are monitored and updated on Covalent for ease and consistency of management.

### **Risk Register and Scoring Process**

The Council's risk policy and toolkit provides a methodology for undertaking risk management and includes the 'impact' and 'likelihood' criteria and scoring process that can be applied to the risk register. It also includes an outline of how to apply principles of risk appetite and tolerance to consideration of risk – that is the amount of risk the Council is willing to accept (appetite) and the boundaries of what the Council is willing to venture (tolerance) in pursuing its objectives.

### **Benchmarking**

The Department will use benchmarking as a way to measure the quality of our policies, services, programs, strategies and compare with standard measurement or similar measurements of our peers. The objectives of benchmarking are;

1. To determine what and where improvements are called for.
2. To analyse how other organisations achieve their high performance levels
3. To use this information to improve performance.

## Code of Conduct:

**Principle of Preparation** – Be fully prepared for exchange with partners to ensure you get the most out of the time of benchmarking with them.

**Principle of Contact** - Respect the corporate culture of partner local authorities and work in accordance with procedures mutually agreed. Avoid revealing the name of a contact in an open meeting without having obtained prior consent from the contact.

**Principle of Exchange** - Be honest, complete and timely with information submitted. Provide the same type and level of information to partners that you have requested.

**Principle of Confidentiality** - The participation of a local authority in a study is confidential and must not be revealed to a third party without the prior consent.

**Principle of Use** - Use information obtained through Benchmarking only for purposes stated to and agreed with the Benchmarking partner.

**Principle of Legality** - Do not provide the results of a benchmarking study without first having obtained the consent of the parties that participated in the study.

**Principle of Completion** - Follow through with each commitment made to your Benchmarking partner in a timely manner.

**Principle of Understanding and Agreement** – Understand how benchmarking partners would like to be treated and agree how your partner expects you to use the information provided.

Benchmarking for asset management is carried out using the NHT Survey on a yearly basis. The data is compared to previous years and other authorities to identify potential for improvement. The Authority are members of Eastern Highways Alliance, CQC Efficiency Network and Local Council's Road Investment Group (LCRIG).

## Customer Expectations

Highway networks are provided for the benefits of customers. The customer's view of the service being provided is, therefore, a highly important piece of information. Customers should be directly involved in establishing the target performance of the asset. It is then the role of the Highway Authority to demonstrate that customer defined performance is being striven for, within existing budgetary and resource constraints.

Customer consultation is an important tool for defining and managing customer expectations. Customer surveys can be used to establish the degree of satisfaction with current levels of service. Specifically surveys can assist by identifying:

- Which aspects of the service are of most importance to the customer e.g. is street-lighting more important than snow clearing during the winter?
- The degree of satisfaction with particular aspects of the service.

Combining these two elements can provide useful information to assist authorities to focus their attention on the areas of greatest customer need.

## Customer Satisfaction Survey

The Authority participates in the National Highway and Transport (NHT) Public Satisfaction Survey in order to understand the customers view on Highways and Transport Services. Results are available at [www.nhtsurvey.org](http://www.nhtsurvey.org) The Council has been part of this survey since 2010. This helps us to understand the views of residents and to be able to compare results with other authorities and is recommended in the Pothole review - Public Opinion Surveys Recommendation 2 (**HMEP: The Pothole Review (first published by HMEP in April 2012)**).

The Authority also uses the Govmetric System which provides a quick and easy way for customers to provide us with direct feedback every day. It measures the level of customer satisfaction with SBC website content and for customer contact made by telephone and face to face with the Customer Service Centre. The information provided is collated into a series of monthly reports. These provide insight into where the Authority is performing well and where customers would like to see Improvement. Reports covering Customer Comments can also be made available but are not placed on the intranet due to their sometimes sensitive nature. The Department for Place has access to the Govmetric system and can run reports for each service area. Local indicators for Govmetric satisfaction are set up for Highways services.

## Customer Communications

Customer contact with the Authority is recorded and managed using a Customer Relationship Management (CRM) System which for the Council is currently Lagan. Actions taken are then monitored and reported for all services within the Department.

## Customer Reviews / Keeping Customers Informed

The Department regularly reviews its web pages to ensure that the information is current and up to date. There is a Departmental representative in the Performance Team who works with the service areas and the media team in creating the pages and links to get the information out in the public domain in a concise way. We also use social media like Twitter and Facebook in a variety of ways. Twitter is used to inform on road closures, road works, and public transport information, planning news and various events across the Borough. This media holds a more formal relationship with followers and does not encourage communication, (although they can interact, it is restrictive) unlike Facebook which encourages interaction, debate and communication in the form of comments on posts, this media is mainly used for promotional/ marketing and tourist information.

## Consultations with residents

The Department consults with local residents, businesses and voluntary groups on various different subjects/ projects (statutory and non- statutory) as and when required. This can range from planning and licensing applications, major transport schemes or general service changes. The Department recognises that the local community has a wealth of knowledge and experience and we are committed to engaging and working with these communities to improve services and wellbeing for all that live and work in the Borough.

## Freedom of Information (FOI)

Freedom of Information (FOI) requests are received by the Corporate FOI Team, who record these on Covalent and pass to the Lead Officer within the Department to search for the information held and formulate a response; the time limit for responses is 20 working days from the date of receipt. Should an Officer receive a FOI request directly they will forward these either to [SouthendFOIrequests@southend.gov.uk](mailto:SouthendFOIrequests@southend.gov.uk) or the Lead Officer. The Freedom of Information Act 2000 gives the public extensive access rights to all types of information held by the Council.

Further information can be found at <http://seattle/Pages/Freedom-of-Information.aspx>.

## Subject Access Requests

Department for Place has a Data Controller who deals with Subject Access Requests which are received. Subject Access Requests are submitted under the Data Protection Act for a small fee and allow an individual access to the following;

- To be told if the Authority holds personal information about them
- To ask what it uses the information for
- To be given a copy of the information
- To be given details about the purposes for which the Authority uses the information
- To ask for incorrect data to be corrected
- To have any abbreviations of jargon explained that may not be clear
- To receive a reply within 40 calendar days
- Subject Access applies to both computer and manual records
- Release of the Data Subjects information is a legal requirement and may carry heavy penalties if it is deemed the Council failed to comply with the request in a satisfactory manner.

## Complaints Management

The Department welcomes comments, compliments and complaints to help us deliver our services to the highest possible standard and to maintain improvement. Continuous feedback is a valuable source of information for monitoring our performance; this highlights the areas where we can improve as well as recognising the things we do well. To make sure we deal with complaints in accordance with the Council's Complaints Procedure there is a corporate manual, which can be viewed at <http://seattle/Pages/Comments-Complaints-and-Compliments.aspx>, all complaints received for the Department are dealt with by a dedicated Complaints Officer who logs these onto Covalent and sends to the appropriate team to respond to.

The three Stages of Complaints is as follows;

**Stage 1** - a written response from the relevant Group Manager within 10 working days.

**Stage 2** - investigated and response provide by the relevant Director or Deputy Chief Executive within 10 working days.

**Stage 3** - appeal to the Council's Chief Executive and Leader of the Council, investigation is undertaken by the Corporate Complaint Representative and a report presented to the Chief Executive for consideration and response within 35 working days.

The complainant has the right to go to the Local Governance Ombudsman (LGO) if they feel their complaint has not been dealt with appropriately. However, the LGO will only deal with a case if it has exhausted the Council's procedures. Each comment, compliment and complaint is logged and monitored weekly and monthly statistics are reported to DMT to ensure that the Service Level Agreement is met.

All complaints and comments regarding the highway assets are monitored and reviewed in order to improve the service and customer satisfaction.

### Data collection and quality

Robust and timely data is essential to inform decision making and identify where performance needs to be improved. Making decisions based on incorrect or inaccurate information or data can lead to a wrong decision being made with the potential for significant consequences. Data requirements should be designed beside the principle of 'right first time, every time' in order to avoid wasting time and money spend on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases, and maintaining outdated systems.

The Department for Place have adopted five key characteristics of good quality data;

**Accuracy** - Data has to be accurate to be high quality. Accuracy means the data reflects the reality. It is important to remember that data can be complete, yet remain inaccurate. The concept of 'right first time, every time' is useful in making sure there isn't unnecessary checking, correcting or reformatting of information once it has been submitted thus saving valuable staff time and resources.

**Validity** - Data should be recorded and used in line with relevant rules or definitions. This will ensure consistency between different reporting periods and will enable benchmarking with other organisations.

**Reliability** - Data should be collected using a consistent method or approach, particularly if collected across different collection points and over time. Managers and stakeholders should be confident that progress reflects real improvements rather than as a result of variations in the method or approach of data collection.

**Timeliness** - Data must be available quickly and frequently enough to support and influence service or management decisions.

**Relevance** - Data should only be captured if it is relevant to the purposes for which it is being used. If data isn't used then there is no justification for it to be captured. Therefore it is good practice to review requirements periodically and make changes accordingly.

Also anybody who is responsible for collecting a performance indicator should:

- Fully understand the definition and method of collecting/recording the data;
- Ensure the data is checked every time it is produced;
- Ensure the source of the data is accurate – for example that the process for inputting the data is clear and well understood and minimises mistakes.

Any checks that the Department have carried out demonstrate the data used is accurate. At the end of each financial year Group Managers will be required to sign a declaration that all of the performance information produced by their service is accurate. Spot checks will be undertaken by Internal Audit.

### **Data Protection Principles**

- Personal data shall be processed fairly and lawfully and, in particular, shall not be processed unless specific conditions are met.
- Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes.
- Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
- Personal data shall be accurate and where necessary kept up to date.
- Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
- Data will be destroyed after use in line with the Councils Corporate deletion policy.
- Personal data shall be processed in accordance with the rights of Data Subjects under this Act.
- Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of/ or damage to personal data.
- Personal data shall not be transferred to a territory or country outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

### **Levels of Service**

This section describes how the levels of service are developed for an asset, categorised under the service groupings and used to evaluate and measure performance. Levels of service are: “the agreed service quality for a particular activity or service area against which performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and affordability”. Levels of service can be developed from both asset condition (existing / desired) and demand aspirations (i.e. what the asset is expected to deliver).

### **Why Use Levels of Service?**

Levels of service are an integral component of the asset management process. They are used to define service delivery levels (or service options) for each asset type. The levels of service are part of the criteria used to prioritise maintenance schemes, to monitor agreed performance measures and identify how the level of service are being delivered.

The Southend on Sea Borough Council’s levels of service will be used:

- To develop asset specific strategies to deliver the agreed level of service;
- To identify the costs and benefits of the agreed levels of services;
- As a measure of the effectiveness of the HIAMP.

Future developments of this HIAMP will seek to consult with customers of the proposed type and level of service to be offered and whether these align with their expectations.

## Highways Contract Management

The following Contracts are in place, with a summary below on how they are managed.

**Lot 1** – Highway Minor Maintenance, Bridge Maintenance & Strengthening, Sea Defences, Foreshore Maintenance & Flood Risk Management – Marlborough Surfacing Ltd – Service Manager – Neil Hoskins

**Lot 2** – Highway Improvements – Eurovia Infrastructure Ltd – Service Manager – Justin Styles

**Lot 3** – Traffic Signals – Urban Traffic Control – Service Manager – Richard Backhouse

**Lot 4** – Traffic Signals Control System – Imtech – Service Manager – Richard Backhouse

**Lot 5** – Planned Machine Resurfacing – Marlborough Surfacing Ltd – Service Manager – Neil Hoskins

Performance meetings are held monthly, minuted and stored securely on a secure server. Key Performance Indicators are reviewed and are uploaded onto Covalent (monthly) and there is a performance indicator measure for each Lot.

## Cashable and Non Cashable savings

**Cashable Savings** are savings which release money for redeployment elsewhere. In some cases these savings are ring-fenced.

Capex or capital expenditure is defined as expenditure which creates future benefits. A capital expenditure is incurred when a business spends money either to buy fixed assets or to add to the value of an existing asset with a useful life that extends beyond the tax year.

Opex or operational expenditure is defined as expenses incurred in the course of ordinary business, such as sales, general and administrative expenses.

**Non-cashable Savings** are savings that are achieved by the ability to deliver continued or better results or to cope with rising workloads – without a proportionate increase in resources. The saving is identified as the amount of resources that would have been required had this not been possible.

Each year cashable and non-cashable savings for the service are identified and efficiencies are assessed to identify areas for improvement. This information is shared with senior decision makers.

## Lean Review

When conducting a lean review Southend on Sea Borough Council will adopt the lean principles as recommended in the Highways Maintenance Efficiency Programme 'A Lean toolkit for Highway Services Version 1 December 2013' and will document the findings of any transformational service review and regular monitoring of the progress to ensure a process of continuous improvement is in place and evidence of improvement, efficiency and savings have been achieved.



The framework is summarised below



