

## AMS (HIGHWAYS) MODULE D - PERFORMANCE MANAGEMENT

**What...** Performance management is the process by which Lewisham communicates its objectives for the highway assets and monitors performance.

**Why...** Lewisham has adopted this approach to ensure highway asset maintenance functions on the ground are aligned to and contribute to achieving the Council's corporate vision and objectives laid out in the London Mayor's Transport Strategy.

**Who...** The responsibilities for the 'Performance Management' module lie with:

Approving targets	<b>Director of Regeneration &amp; Asset Management/ Commercial &amp; Investment Delivery Manager</b>
Monitoring performance	<b>SGM Operational Management/ Commercial &amp; Investment Delivery Manager</b>
Updating & reporting module	<b>Asset Manager</b>

**How...** Lewisham has adopted performance management according to ISO 55000, Asset Management Systems,) and as outlined in the HMEP – UK RLG Highway Infrastructure Asset Management Guidance document (2013).

Relevant high level drivers were identified from Lewisham's Corporate Plan and from the London Mayor's Transport Strategy. These have been translated into four highways performance target statements, which drive all of Lewisham's highway maintenance activities, Figure D1.

Asset specific performance target statements have also been developed to identify the key objectives for each of the main highway asset groups which require integration with "place making" drivers from the Regeneration Strategy.

The performance target statements are supported by a suite of performance indicators, which have been selected to enable performance monitoring and target setting against the objectives, Table D2.

Through the SLHAM Consortium, these performance indicators were further evaluated and assessed against London wide service levels to establish excellent, good and poor service levels. These service levels also serve to identify the risk in managing the service below the desired standard. This enables target setting and prioritisation based on sound risk analysis.

**Reporting...** Lewisham uses the following performance dashboard to illustrate the performance management system adopted, Table D2. It considers all the assets under the Council's remit, outlining for each, multiple performance indicators, their current condition, and their short- and long-term targets mapped to risk categories.

This process ensures Lewisham focuses its effort and investment into the areas that positively impact the high-level drivers and represent the highest level of risk to the Council. The cost of attaining target PIs is discussed in AMS (Highways) module G – Investment Strategies.

**Success Measures...** Apart from providing a direct link to the Council's corporate vision and a reduction in insurance claims, performance management will help Lewisham demonstrate the effective use of its budgets. This will also demonstrate any funding gaps needed, which will be targeted to ensure the transport network is fit for purpose and with an acceptable level of risk.

**Further Information:**

ISO 55000 Asset Management Systems

Highway Infrastructure Asset Management Guidance  
document, HMEP – UK RLG, 2013

LoTAMB for setting service levels

Figure D1: Asset performance indicators setting.

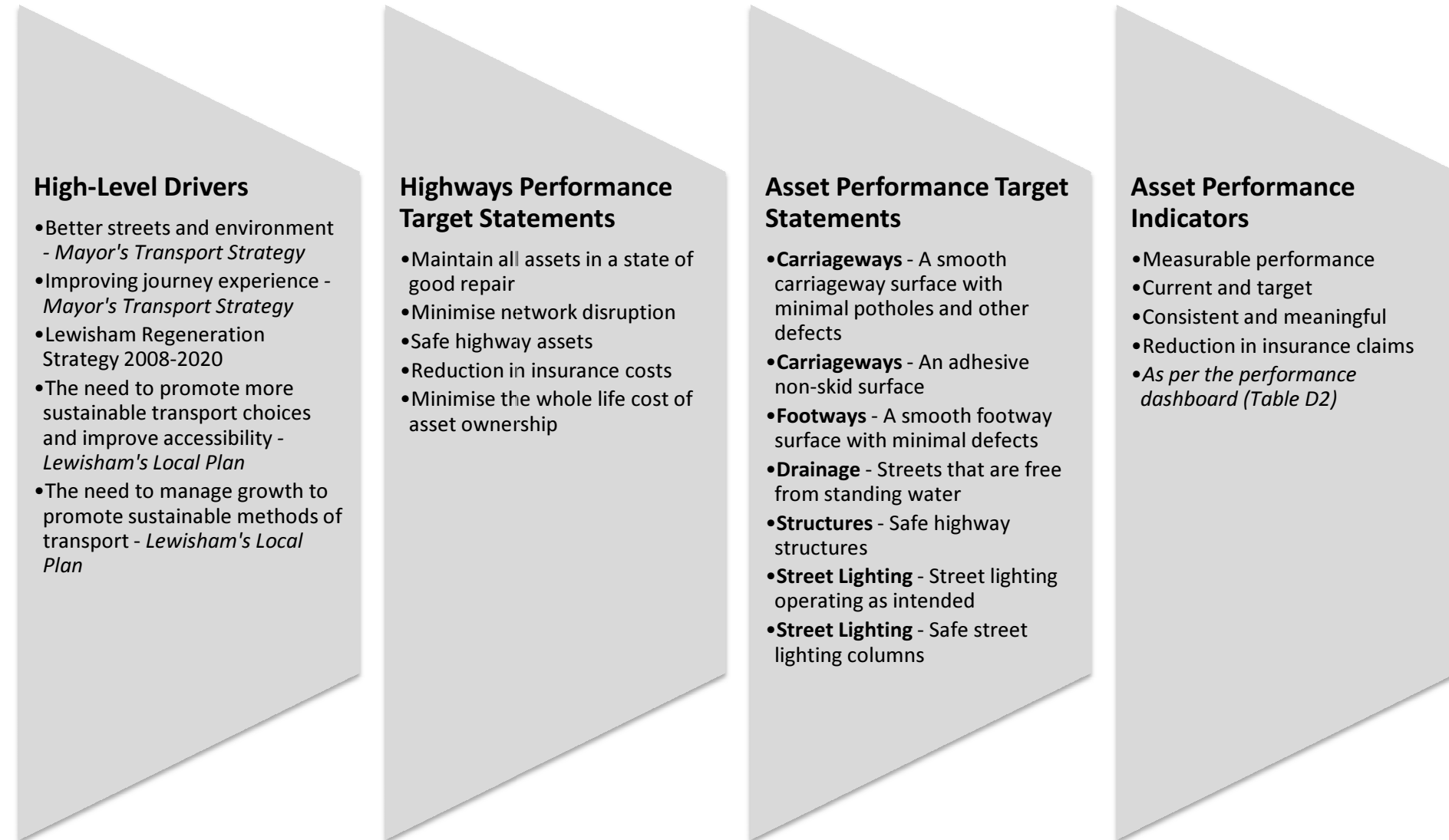


Table D2: Lewisham's performance dashboard.

Asset Group	Performance Indicators	Service Level Categories <sup>1</sup>			Performance							
	Description	Excellent	Good	Poor	In need of repair	Current (2013/14)	Target (2015/16)	Target (Long term)				
Carriageways	% of Principal roads where maintenance should be considered	<6%	6-9%	>9%	Red	6.6%	6%	6%				
					Amber	28.1%	24.0%	20.0%				
					Green	65.3%	70.0%	74.0%				
	% of Non-Principal Classified roads where maintenance should be considered	<7%	7-10%	>10%	Red	6.7%	6%	6%				
					Amber	27.8%	24.0%	20.0%				
					Green	65.5%	70.0%	74.0%				
	% of Unclassified roads where maintenance should be considered	<10%	10-20%	>20%	Red	24.5%	22.0%	18.0%				
					Amber	49.5%	45.0%	40.0%				
					Green	26.0%	33.0%	42.0%				
		% of roads SCRIM surveyed (31.1km) in current year above investigatory level	>60%	40-60%	<40%		91.0%	90.0%	90.0%			
Footways	% of 1 and 2 footways where maintenance should be considered	<13%	13-17%	>17%	To be developed							
	% of 3 and 4 footways where maintenance should be considered	<20%	20-30%	>30%								
Structures	% of bridges meeting the required carrying capacity	>95%	90-95%	<90%						97.4%	98.0%	99.0%
Street Lighting	% of lighting points working as planned	>99%	98-99%	<98%						99.3%	99.0%	99.0%
	% of lighting column stock that is beyond its design life	<10%	10-25%	>25%						*	0%	0%
	% of structural failures for those street lighting columns tested	<1%	1-2%	>2%						0%	0%	0%
	Average annual electricity consumption per street light	<400kWh	400-500kWh	>500kWh						352kwh	350kwh	350kwh
Insurance Claims	Number and value of settled highways claims – To be ascertained for future AMS development											

\* Street lighting to be completely replaced under PFI contract by September 2015, thus figure difficult to measure

<sup>1</sup> Source of bandings – LoTAMB Benchmarking data