



Chapter 14: Effective Performance Management

Chapter 14

Introduction

14.1 In this chapter we describe how we intend to manage our performance, in meeting the objectives and targets we have set for this five-year plan, through the programme of investment we have described in Chapter Thirteen.

Performance Indicators

14.2 A considerable amount of work has taken place to ensure that a coherent set of performance indicators is in place to measure the achievement and progress of our second Plan. **These were described in chapter 5.**

Indicator Selection

14.3 In the monitoring of outcomes, the indicators are designed to provide evidence of “real and measurable improvements in the quality of life and the quality of transport services” for Merseyside.

14.4 The set has been carefully selected to monitor the important outcomes (and proxies to outcomes) that demonstrate real achievement of the visions and objectives that this plan outlines. We showed in Chapter 5 how the selected performance indicators are integral to the LTP process. Targets and trajectories for each performance indicator are put in place to quantify the achievements and improvements that the plan will deliver, year on year. These reflect the strategy and objectives of the plan. The programme of spending provides delivery, subject to resource availability, and the outcomes and outputs are monitored by the indicators. Performance monitoring and performance management is the process by which these outcomes are monitored and reviewed in the context of the targets that were set to reflect the strategy and objectives.

Cross sector linkages

14.5 We outlined in Chapter 5 how transport is primarily a means to facilitate the full breadth of social and economic activity in the region. As such, our performance indicator set includes a number of cross sector linkages, measuring aspects such as the local economy and tourism activity. For the purposes of this plan these indicators are “monitoring only”. However, as the plan seeks to facilitate and support the region through an efficient transport network, it is important to monitor progress in these “outcome areas” to assess the overall performance of the plan in assisting the delivery of the regions wider aspirations.

The Indicator Set

- 14.6 Indicators in the following table are presented in the manner requested by DfT, setting out the indicators grouped according to the following headings:
- **Targets for key outcome indicators** - including targets for the relevant mandatory indicator.
 - **Targets for intermediate outcomes** - which represent proxies or milestones towards key outcome targets and including targets for the relevant mandatory indicators.
 - **Targets for contributory output indicators** - indicators measuring the delivery of schemes and policies.
 - **Targets for any other outcome or output indicators** - including indicators that measure the achievement of local priorities only.
- 14.7 We illustrated in Chapter 5 how each indicator measures delivery of the shared priorities and local priorities that are discussed in detail throughout this Plan.

Target Setting

- 14.8 As we discussed above and in Chapter 5 we recognise that setting targets for performance is a central component of good planning. Much emphasis has been given to the importance of making targets well balanced.
- 14.9 The process of target setting has also been subject to extensive documentation reflecting the substantial work undertaken to robustly specify the target for each indicator. The summary provided for each target in Chapter 5 reflects the work undertaken. Each summary provides details of:
- Which outcome priorities the indicator and target is focused on.
 - The trajectory to the end target.
 - Why the target is robust, reflecting a realistic ambition for improved performance.
 - The actions programmed to deliver the target.
 - The principal risks to achievement of the target, and proposed management and mitigation measures to maintain progress.
- 14.10 The summary information in Chapter 5 is supported by fuller documentation in the 'Performance Indicator Target Forms'. This form accompanies the 'Performance Indicator Control Form' and is designed to assist the partnership in ensuring the targets are both realistic and ambitious. Full 'Performance Indicator Target Forms' are included in Appendix Sixteen.

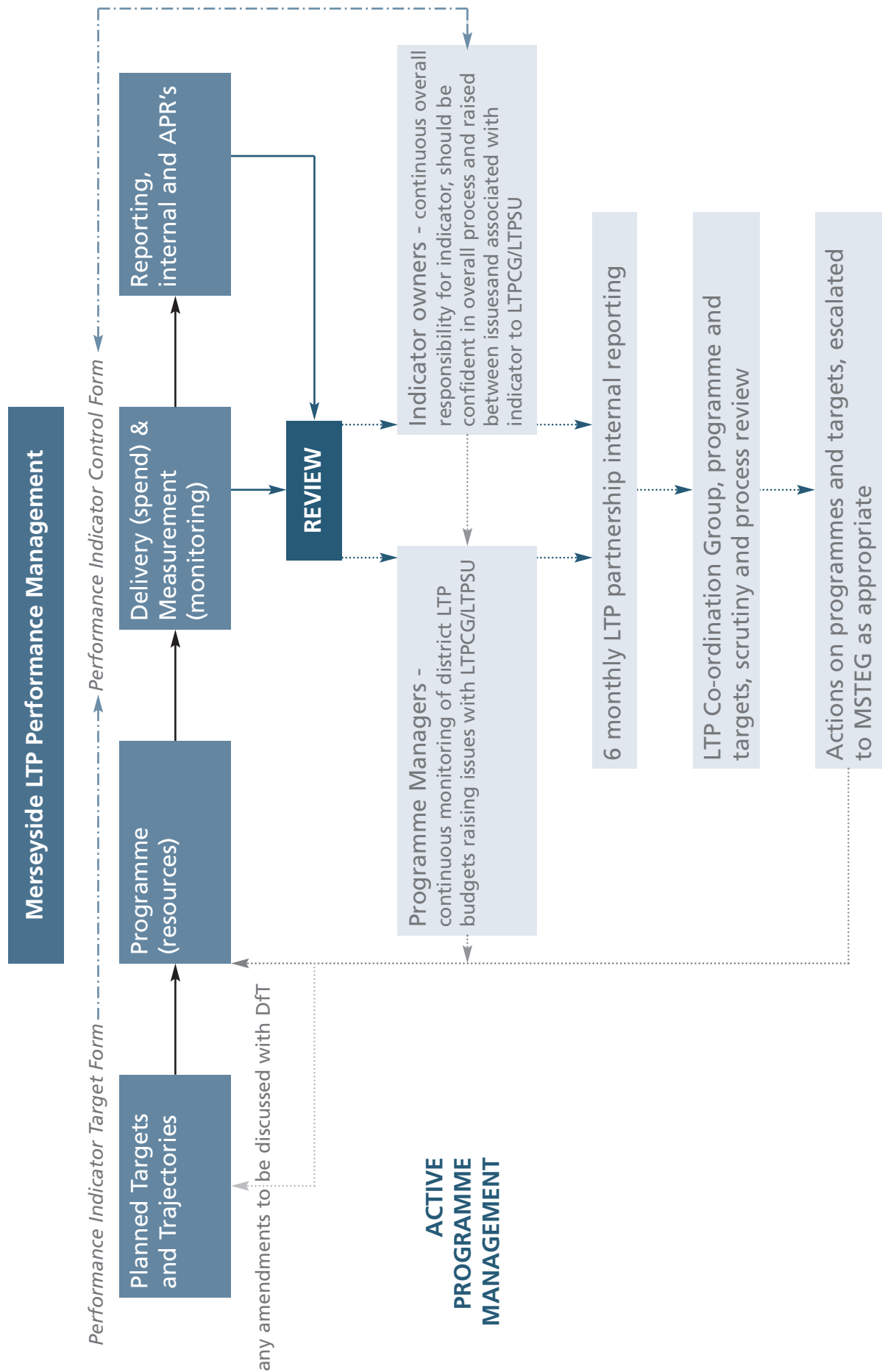
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- 14.11 This documentation is part of the wider performance management framework depicted earlier and explained in more detail below. It is anticipated that this framework will ensure the right evidence is maintained to correctly prioritise investment and deliver value for money solutions for the area's transport needs.

Performance Management

- 14.12 In the development of the programme a crucial balance is necessary between the level of ambition in the targets being set and the necessary investment in these areas reflected in the financial programme. This balance must be correctly set, and maintained, if the plan is to deliver the desired outcomes. The refinement of this balance between programmes and targets was subject to substantial iteration in the development of the final plan, and will be a crucial point for review in future progress reviews. Chapter 5 discussed the process used in the plan's development to refine programmes.
- 14.13 The programme spend translates into delivery which is measured by an extensive monitoring programme. The performance monitoring approach is then used to review these results and make necessary revisions to the programme for future years. Figure 14.1 summarises our approach.

Figure 14.1 Performance Management



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- 14.14 In order to monitor performance robustly, effective monitoring systems must be put in place. We are investing in data collection and analysis to ensure performance is measured fairly and accurately over the next five years. Much work has gone into the specification and collection of data to support this LTP including extensive household travel surveys, new data collection processes for cycle monitoring, and park and ride usage. These processes are managed by full documentation of the methodology and calculation of data for each performance indicator by the 'performance indicator control forms'. This process is controlled by designated 'indicator owners' who take responsibility for the overall collection, reporting and target setting process for that indicator.
- 14.15 Indicator owners provide a central point of responsibility for documentation, data collection, monitoring and review of progress for each performance indicator. This is especially important for the necessary cross-district working for this pan-Merseyside plan. An example of the 'Performance Indicator Control Form' being used is provided in Appendix Sixteen.

Strat-e-GIS

- 14.16 Strat-e-gis will be an important tool in the ongoing management and development of the Local Transport Plan. It brings together geographic data from a range of users and enables the sharing of information to give a joined up sub-regional picture across Merseyside to inform a wide variety of strategy development and monitoring requirements. The tool will allow officers from the partner authorities to easily access and analyse data across a wide variety of themes, assisting better informed refinement of programmes and targets to assist delivery. It is anticipated that the system will give real advantages in cross cutting data analysis linking areas such as planning, crime, and socio-economic profiles with transport. The system is scheduled to begin at the start of the second LTP period.
- 14.17 Below are some of the areas that have been identified as potential transport data inputs into the system:
- ITIS journey time data.
 - Traffic Counts.
 - Road Hierarchy.
 - Accession accessibility mapping layers.
 - Street Lighting.
 - TAMP requirements.
 - Traffic Accident data.

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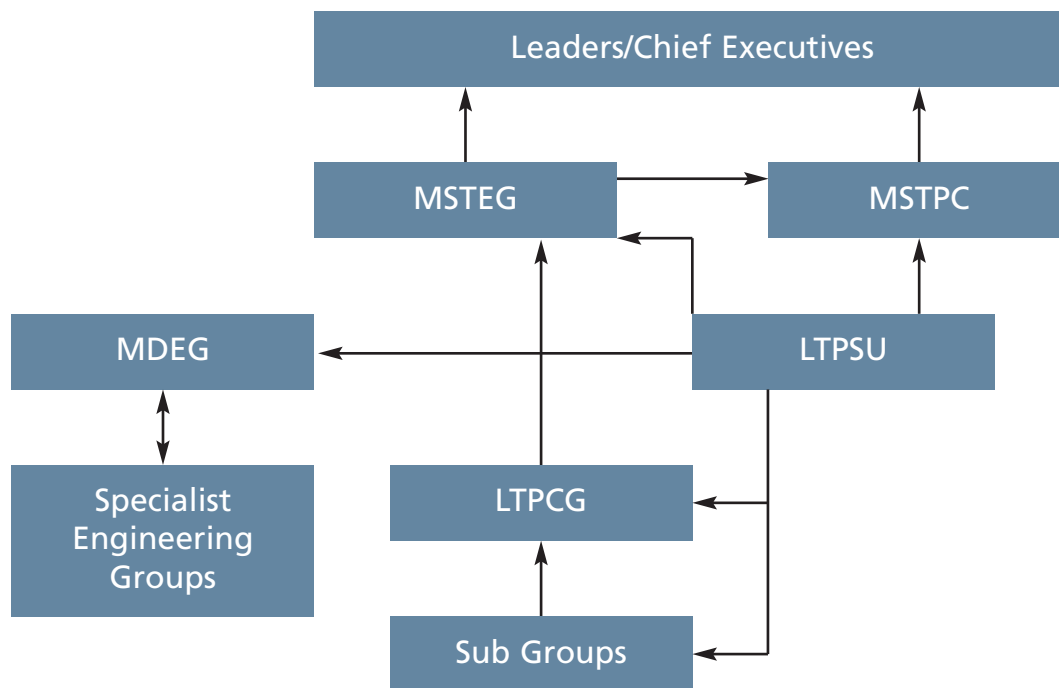
- 14.18 One example of the kind of analysis that will be possible is the potential to examine any linkages between accessibility and data on crime, street lighting and census profile information.
- 14.19 It is hoped that over the second LTP period Strat-e-gis will become an integral and vital part of the transport planning process, linking some areas which have previously worked in relative isolation. More technical detail is provided in Appendix Twenty.

Management

- 14.20 The overall performance management approach depicted in figure 14.1 illustrates how the results reported through the monitoring process are reviewed, and actioned, as appropriate. The documentation of performance indicator control forms, and performance indicator target forms, provides the backdrop of how progress is monitored and the commitments to delivery that are in place as part of each target.
- 14.21 The approach requires close involvement of indicator owners and programme managers who in the first instance should work together to make day to day adjustments to the programme that are necessary.
- 14.22 More formally, the LTP partnership reviews reported programmes and indicator performance on a 6 monthly basis. The review process examines the evidence (programme spend, performance indicator outturn) as well as the rationale for the indicator and its target and trajectory (as recorded in the Control and Target Forms). This scrutiny and review, should result in any corrective actions being reflected in amended programmes, or if appropriate and agreed with DfT, adjustments to targets and or trajectories. If required this process will involve senior officers via the MSTEg group (Merseyside Strategic Transportation and Engineers senior officers group) with further political approval if necessary.
- 14.23 Delivery of the programme and targets in a co-ordinated manner across five district authorities and Merseytravel is a considerable challenge. This challenge is met through the above performance management process, which is supported by the following governance arrangements. These are summarised in Figure 14.2.

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Figure 14.2 Merseyside LTP Governance



LTP Support Unit (LTPSU)

14.24 The support unit is a permanently staffed central team working on behalf of the partnership for the Local Transport Plan and all pan Merseyside Transport issues. They manage the performance management regime.

LTP Co-ordination Group (LTPCG)

14.25 LTPCG meets every 4 weeks, bringing together transport policy lead representatives from each district and Merseytravel. Standing agenda items cover the full breadth of LTP activity. This is the primary working forum for partnership based decision making on all LTP policies and programmes. The Group receive reports from the indicator areas, and will make the final stage decisions regarding shortfalls in performance or budget performance. LTPCG is supported by a series of sub-groups representing specialised technical expertise in areas such as Accessibility Planning, Active Travel, and Rights of Way. These cross-partnership groups typically meet on a 4-8 week cycle. Issues requiring further action will be referred to MSTEG.

Merseyside District Engineers Group (MDEG)

14.26 MDEG meet every 4-8 weeks and oversees a range of specialist engineering functions including the Network Management Duty. They also report to MSTEG.

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Merseyside Strategic Transportation and Engineers Group (MSTEG)

- 14.27 MSTEG is the senior officers group and meets approximately every 8 weeks and is currently chaired by the Chief Executive of Merseytravel. They take recommendations from LTPCG, and formally agrees high level policy and strategy decisions. They will take decisions on actions required to address failure to meet the programme delivery, weak performance in reaching targets and budget strategies. All issues of policy and performance are agreed at this group before passing, where appropriate to Local Authority Chief Executives and Leaders.

The Merseyside Strategic Transport and Planning Committee (MSTPC)

- 14.28 This is a senior member and officer forum to oversee transport development and performance and integrate these issues with planning issues. The Committee is responsible for final sign off of LTP and associated reports such as the APR.

