

# Performance Indicators



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## PART F : Performance Indicators

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### F1 Performance Indicators

#### *Introduction*

F1.1 **Best Practice** points to the need to move away from the past approach to monitoring of TPP programmes and schemes which tended to focus on traffic counts, accident statistics, before and after passenger counts and monitoring ‘package area’ strategies. The **new approach** of a more **holistic assessment** to transportation, embraced within this Local Transport Plan, now requires a much **more structured approach to monitoring**. This requires proposals for performance monitoring to show clear links between the monitoring information collected, the objectives and targets, and the implementation programme. It is also important that the development of **Performance Indicators** has regard to the need for **baselines against which change in relation to the Local Transport Plan** objectives can be measured and the need to include both nationally and locally defined performance measures.

#### *Key Performance Indicators*

F1.2 The Partnership has clearly identified what needs to **change in the Borough** in order to **achieve the key aim and objectives** (see **Diagram 11: Developing the Strategy**). The single most beneficial change would be a reduction in the levels of congestion. The LTP’s strategy, therefore, focuses on the need **to tackle congestion and the causes of congestion**, in particular the following **factors**:

- *imbalance between supply and demand;*
- *a principal network with inadequate parts;*
- *poor quality of transport options;*
- *poor traffic management and enforcement; and*
- *lack of awareness*

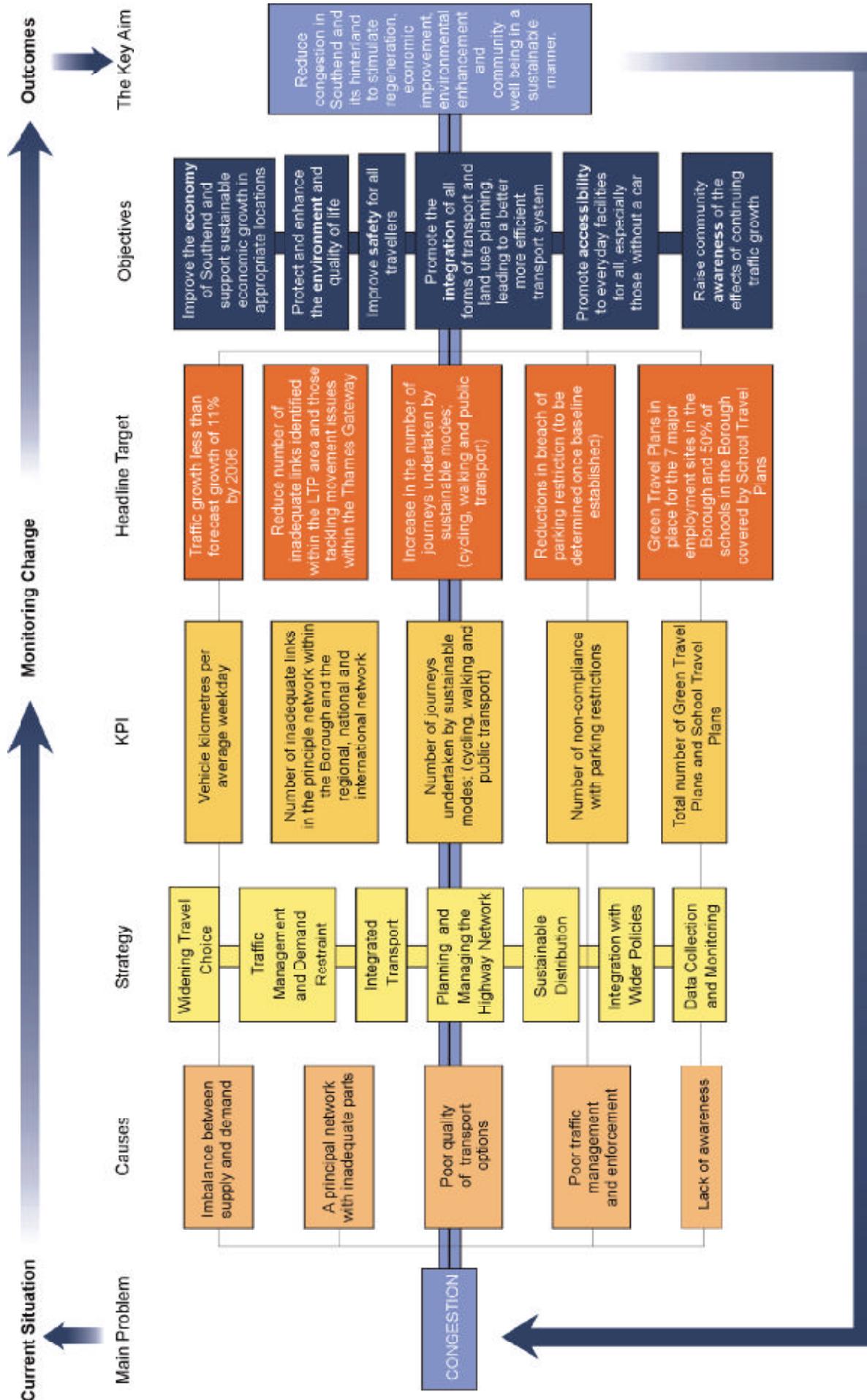
F1.3 The overall effectiveness of the strategy in the Local Transport Plan will be measured, therefore, in terms of the impact the implementation programme has on the existing situation. As a result, Five Key Performance Indicators (KPIs) have been selected which have a direct relationship with the above factors.

- KPI 1: *vehicle kilometres per average weekday*  
KPI 2: *number of inadequate links in the principal network within the Borough and the regional, national and international network;*  
KPI 3: *number of journeys undertaken by sustainable modes (cycling, walking and public transport)*  
KPI 4: *number of non-compliance with parking restrictions*  
KPI 5: *total number of Green Travel Plans and School Travel Plans*

F1.4 These indicators are not intended to be scheme specific, but be relevant to monitoring longer-term trends over a 5-10 year period. Targets have been developed alongside the performance indicators and focus on LTP priorities. **Diagram 12 – The Monitoring Framework** illustrates the relationship of the targets and KPIs to the problems being tackled and stated objectives. In particular, the Partnership’s defined aim of “reducing congestion in Southend and its hinterland to **stimulate regeneration, economic improvement, environmental enhancement and community well being in a sustainable manner**”.

#### *Monitoring Indicators*

F1.5 The Partnership has recognised the need for comprehensive **monitoring** of both direct and indirect **changes resulting from the component elements of the strategy**. There is also a need to pick up on the LTP’s relationship with Government’s policies and concerns, Regional Planning Guidance, the provisions of the Replacement Essex and Southend on Sea Joint Structure Plan, and policies within other local strategies (where they have not been included as a KPI). Particular attention has been paid to the focus of the corporate Quality of Life Plan as it develops from its first stage publication, “The First Steps”, so that mutually beneficial monitoring methods are used in both plans. This principle has been applied to other developing corporate strategies including the Review of the Borough Local Plan. **Table 7** identifies, therefore, **Monitoring Indicators (MIs)**, which will be developed and monitored. The monitoring indicators will also be used to illuminate the



KPIs and contribute to the understanding of the performance of the plan. Table 7 also indicates where an indicator is the same as National and Local Best Value Indicators or are relevant to the Road Traffic Reduction Act. In addition, topic-based strategies also contain subsets of indicators which will be used by the Partnership to monitor outputs and outcomes of these individual strategies (see accompanying Technical Paper).

- F1.6 The Key Performance Indicators (KPIs) have been selected to give a sufficient broad indication of the success of the plan whilst being small enough to be readily comprehended. Care has been taken to ensure that adequate information will be gathered on all KPIs and MIs to enable comment on progress and where appropriate achievement of targets. Attention to all these performance indicators will inform the LTP monitoring and review process.

## F2 Monitoring and Assessment

### *Purpose of Monitoring*

- F2.1 The Partnership has been clear in its view that monitoring should have a stated and worthwhile purpose. The Borough Council is also ensuring that the monitoring process as it is refined is a component to assessing local best value in the delivery of the Local Transport Plan targets.
- F2.2 Therefore, the KPIs in conjunction with the MIs have been related to the need to provide:
- *a focus to help publicise and widen ownership of the Plan;*
  - *a consistent approach, comparing future conditions with those existing today;*
  - *a robust and meaningful measure of performance with respect to allocation of resources; and*
  - *triggers for initiating intervention or review.*

### *Issues*

- F2.3 Southend Borough Council has been a Unitary Authority for just over two years. In that time considerable effort and resources have been invested into building up databases and information to both inform strategy development and in preparation of essential monitoring procedures. This has taken the Authority from a very poor base, for example only one traffic count on one road in the Borough, to an extensive network of count points throughout the area. Other work has broadened the Partnerships' knowledge of transportation issues. As part of this process, an initial audit of all train stations has been carried out in liaison with the Rail Users Consultative Committee and the Train Operating Companies and a SWOT (Strengths, Weaknesses Opportunities and Threats) analysis and survey of the Central Bus Station has been completed by the Partnership.
- F2.4 In addition, the Borough Council is developing a number of local data sources in addition to that provided at National and Regional Level. It has also commissioned three transportation studies in liaison with Essex County Council. The studies relate to:
- *the Road Traffic Reduction Act;*
  - *the formation of a local walking and cycling strategy, and*
  - *a Travel Diary and Attitude Survey.*
- F2.5 The Borough Council is participating with the **Inter Authorities Bench Marking Group** for Highway Maintenance and the Council's MORI household survey to identify baseline positions and perceptions in respect of transport issues and road traffic reduction has now been assessed in relation to monitoring. The Borough Council intends to build on these by gaining relevant data from transport operators and other agencies, in particular through Quality Bus, Rail and Freight Partnerships.
- F2.6 In developing an approach to monitoring the LTP a number of issues have emerged. These can be summarised as follows:
- **Gaps in information** - in particular, relating to the use made of transport facilities, quality of service and facilities, and travel patterns in relation to work, leisure and shopping trips. In the case of nearly all indicators involving public transport, the operators' fear of commercial confidentiality

problems makes it particularly difficult to obtain data. A third area of concern is the limited availability of indicators which would specifically relate to the LTP's ambitions with respect to gender, age and ethnicity.

- **Methodology** - the scattered nature of data already collected, often in an ad-hoc and inconsistent manner, is also an issue which requires attention. A start has been made on developing processes to provide for robust repeatable data. Much of this work has focused on identifying data sources, ensuring computerised data capture and where appropriate using GIS capabilities to provide a spatial dimension to the assessment process. This will be fine-tuned with experience. Consideration of Best Value and cost effectiveness also needs to be considered in the monitoring process. The monitoring process will be developed to permit robust comparisons over time and allow for a consistent assessment methodology to be adopted. To this end collaborative working across the authority and with relevant partners will be formalised to ensure efficiency and effectiveness.
- **Timing** – this relates not only to possibility of critical time-scales not coinciding with sources from within the Partnership but also the time needed to actually set up the data collection procedures and to secure 'standard' outputs of appropriate quality from all sources.
- **Resources** – approximately £100,000 has been spent in monitoring transport activities over the last two years. This is in addition to officer time. It is clear that more will need to be budgeted for if the LTP is to be adequately monitored.

## **Action Plan**

F2.7 A structured more formalised approach to monitoring is based on an agreed template identifying:

- *Performance Indicator*
- *Definition*
- *Data Source*
- *Baseline Position*
- *Reporting Frequency*
- *Desirable outcome of indicator to meet objective*

F2.8 **Table 7** illustrates the monitoring plan in greater detail. It includes a range of data which seeks to inform the KPI's and contribute to the understanding of the effectiveness of the Local Transport Plan in meeting its objectives. Some of the data will come from existing sources as contained in the accompanying Transport Data Report, which replaces the previous Traffic Monitoring Report that concentrated solely on road traffic data. Other data needs will require new work to be undertaken to extract the data in the format required and to overcome gaps in knowledge (see paragraph F2.6). All these studies will provide important inputs into the monitoring process. A number of partners are and will be involved in data collection including the passenger transport operators. The monitoring process will be developed to permit robust comparisons over time and allow for a consistent assessment methodology to be adopted.

An **annual progress report** will be produced which will put the performance indicators into context. Targets and performance will be detailed in such a way as to allow for transparent auditing through the Best Value Local Performance Plan being developed. The report will also highlight areas of concern and opportunities for change in the strategy if appropriate. The survey and monitoring programme will also be reviewed to ensure they reflect the priorities of the Local Transport Plan.

Code	Key Performance Indicator (KPIs)	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Outcome	Targets - 2006
<b>Reducing Congestion</b>							
<b>Imbalance between supply and demand</b>							
KPI.1	Vehicle kilometres per average weekday	(Traffic flow on link) x (link length)	SBC	Base year 1998 = 100%	Annual	Traffic growth less than forecast growth of 11%	
<b>A principal network with inadequate parts</b>							
KPI.2	Number of inadequate links in the principal network within the Borough and the regional, national and international network	An inadequate link is a point in the principal network where the ability to access or move on the network is materially constrained	SBC; TOCs; Railtrack; Bus Operators; DETR; HA	See Map No. 4 Problems and Opportunities	Annual	Reduce number of inadequate links identified within the LTP area and those tackling movement issues within the Thames Gateway	
<b>Poor quality of transport options</b>							
KPI.3	Number of journeys undertaken by sustainable modes: (cycling, walking and public transport)		SBC; NTS; Census; TOCs and Bus Companies	1991 Census / national and Regional data / Southend Borough Council Travel Diary	Annual	Increase in the number of journeys undertaken by sustainable modes: (cycling, walking and public transport)	
<b>Poor traffic management and enforcement</b>							
KPI.4	Number of non-compliance with parking restrictions	No. of vehicles in breach of parking restrictions	SBC	Baseline position to be established in 2000/2001 prior to Decriminalisation powers (2001)	Annual	Reduction in breach of parking restrictions (to be determined once baseline established)	
<b>Lack of awareness</b>							
KPI.5	Total number of Travel Plans and School Travel Plans	Commuter and travel to school plans to reduce car use/encourage car sharing and encourage other modes of travel such as cycling, walking and public transport	SBC; Employers; Schools	1 Travel Plan / 2 Pilot School Travel Plans	Annual	Travel Plans in place for the 7 major employment sites in the Borough and 50% of schools in the Borough covered by School Travel Plans	

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**Imbalance between supply and demand**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.1	Vehicle kilometres per average weekday	(Traffic flow on link) x (link length)	SBC	Base year 1998 = 100%	Annual	Traffic growth less than forecast growth of 11%
1	Number of designated spaces for car club use		SBC	0	Annual	(+)
2	Total primary NOx and PM <sub>10</sub> emissions in tonnes		SBC	Base year 1998 = 100%	Annual	(-)
3	Average length of personal trips for work, shopping and leisure		SBC	1991 Census / National and Regional data / Southend Borough Council Travel Diary	Annual	(-)
4	Number of new dwellings provided in the town centre and primary shopping areas		SBC/Census	Residential Land Availability Statement 1998	Annual	(+)
5	Number of planning permissions for major developments/schemes which include conditions or agreement which seek to minimise traffic impact	Schemes which include facilities to encourage other modes of travel to the car. Traffic impact = environmental and safety	SBC	Available from planning applications (1998)	Annual	(+)
6	Number of planning applications refused because of unacceptable traffic impact	All planning applications excluding householders	SBC	Available from planning applications (1998)	Annual	(+)
7	Number of Environmental Rooms where traffic management/calming measures have been implemented		SBC	Base line 1998 = 8 schemes	Annual	(+)

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**A principal network with inadequate parts**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.2	Number of inadequate links in the principal network within the Borough and the regional, national and international network	An inadequate link is a point in the principal network where the ability to access or move on the network is materially constrained	SBC; TOCs; Railtrack; Bus Operators; DETR; HA	See Map No. 4 Problems and Opportunities	Annual	Reduced number of inadequate links identified within the LTP area and those tackling movement issues within the Thames Gateway
8	Level of investment in improving road and rail links within the Borough and to the regional, national and international network		DETR/SBC for roads and Railtrack/TOCs for rail	to be established (based on major scheme and other projects in LTP/multi-modal study/Railtrack/TOCs programmes/franchises)	Annual	Increase level of expenditure to reflect Thames Gateway PAER need over the next 10 years
9	Completion of identified schemes in LTP and RTS	See Section E: Implementation Programme	DETR/HA SBC/ECC	2001 base date	Annual	Completion of all identified schemes
10	Delay per vehicle kilometre	Additional delay per vehicle kilometre above free flow conditions	SBC	Base year: 1998 = 100%	Annual	(-)
11	Cost of Highway maintenance per 100 km travelled by a vehicle on principal roads	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Local Best Value Target
12	Condition of principal roads	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Local Best Value Target
13	Condition of non-principal roads	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Local Best Value Target
14	Number of bridge failures	Bridges failing below their target strength	SBC/Railtrack	43 bridges requiring re-assessment or strengthening (13 to be assessed)	Annual	(-)

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**Poor quality of transport options**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.3	No. of journeys undertaken by sustainable modes; (cycling, walking and public transport)		SBC, NTS, Census, TOCs and Bus Companies	199 Census / National and Regional data / Southend Borough Council Travel Diary	Annual	Increase in the number of journeys undertaken by sustainable modes; (cycling, walking and public transport)
15	Local bus service (vehicle kilometres per year)	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC/Bus Companies	To be established	Annual	Local Best Value Target
16	Local bus service (passenger journeys per year)	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC/Bus Companies	To be established	Annual	Local Best Value Target
17	% of users satisfied with local bus and rail services	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC/Bus and Rail users groups	To be established	Annual	Local Best Value Target
18	% of population with access to specified minimum level of bus service	Set out in Bus Strategy	SBC/Bus operators Routes and frequencies 2000		Annual	(+)
19	% of bus fleet complying with DIPTAC levels of accessibility	DIPTAC95, DIPTAC97 and DDA	Bus Operators	To be established	Annual	(+)
20	% increase in bus and rail passenger numbers		Bus Operators/ SBC TOCs	To be established	Annual	(+)
21	Number of bus priority measures and impact on reliability and journey times in the Borough	See Major Scheme	SBC/Bus operators	To be established	Annual	(+)

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**Poor quality of transport options (cont.)**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.3	Number of journeys undertaken by sustainable modes; (cycling, walking and public transport)		SBC; NTS; Census; TOCs and Bus Companies	199 Census / National and Regional data / Southend Borough Council Travel Diary	Annual	Increase in the number of journeys undertaken by sustainable modes; (cycling, walking and public transport)
22	Number of facilities provided at transport passenger interchange sites having regard to hierarchical status and defined criteria	Provision of quality transport passenger facilities at interchange sites (including facilities for the disabled and cyclists)	TOCs / Bus operators / Southend Borough Council / Rail and Bus User Groups	Initial audit 2000 (see Technical Paper)	Annual	(+)
23	Number and scope of integrated bus/train/ticket schemes		TOCs/Bus Operators	To be established	Annual	(+)
24	% of train services with cycle access	Provision of easy carriage of at least 4 bicycles on trains	TOCs	To be established	Annual	(+)
25	% increase in cyclists using designated parking spaces in the Borough		SBC/TOCs	To be established	Annual	(+)
26	% of cycle network completed	Planned network (including convenient access from environmental rooms and NCNR)	SBC/Sustrans	15% (2000)	Annual	(+)
27	Average cost of maintaining street lights	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Local Best Value Target
28	% of street lights not working as planned	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Local Best Value Target

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**Poor quality of transport options (cont.)**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI3	Number of journeys undertaken by sustainable modes (cycling, walking and public transport)		SBC, NTS, Census, TOCs and Bus Companies	1991 Census / National and Regional data / Southend Borough Council Travel Diary	Annual	Increase in the number of journeys undertaken by sustainable modes (cycling, walking and public transport)
29	Road safety - accidents and casualties	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established (see Technical Paper)	Annual	Local Best Value Target
30	% of pedestrian crossings with facilities for disabled people	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Audit Commission Target
31	% of links of footpaths and other rights of way which are signposted where they leave a road	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Audit Commission Target
32	% of total length of footpaths and other rights of way that are easy to use by members of the public	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Audit Commission Target
33	Number of injury claims received	Injury claims received and percentage paid	SBC	To be established	Annual	(-)
34	Number of reported crime on passenger transport		Essex Police/TOCs Bus Operators	To be established	Annual	(-)

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**Poor traffic management and enforcement**

Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.4	Number of non-compliance with parking restrictions	No. of vehicles in breach of parking restrictions	SBC	Baseline position to be established in 2000/2001 prior to Decriminalisation powers (2001)	Annual	Reduction in breach of parking restrictions (to be determined once baseline established)
35	Number of days temporary traffic controls or road closure on traffic sensitive roads caused by LA road works per km of traffic sensitive roads	Best Value and Audit Commission Performance Indicators for 2000/2001: Volume 1	SBC	To be established	Annual	Audit Commission Target
36	% of town centre public car parking that is short stay		SBC	1998/9 parking Surveys (see Transport Data Reports)	Annual	(+)
37	% of HGV traffic following implementation of lorry management measures		SBC - post implementation survey	To be established	Annual	(+)
38	Number of Environmental Rooms to have speed reduction measures		SBC - post implementation survey	To be established	Annual	(+)

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<b>Lack of awareness</b>						
Code	Monitoring Indicators	Definition	Data Source	Baseline Position	Reporting Frequency	Desired Direction of Outcome (+ or -)
KPI.5	Total number of Travel Plans and School Travel Plans	Commuter and travel to school plans to reduce car use/encourage car sharing and encourage other modes of travel such as cycling, walking and public transport.	SBC; Employers Schools	1 Travel Plan / 2 Pilot School Travel Plans	Annual	Travel Plans in place for the 7 major employment sites in the Borough and 50% of schools in the Borough covered by School Travel Plans
39	% of users satisfied with local provision of public transport information	Best Value and Audit Commission Performance Indicators for 2000/2001; Volume 1	SBC	To be established	Annual	Local Best Value Target
40	Number of planning applications where a Travel Plan is requested			Available from planning applications (1996)	Annual	(+)
41	Number of children receiving cycle training		Schools and SBC	350 (2000)	Annual	(+)
42	% of children walking or cycling to school		Schools and SBC	Walking: Junior / Infant 58% (2000); Secondary extend existing survey Cycling: Junior / Infant 1% (2000); Secondary extend existing survey see Technical Paper	Annual	(+)
43	% of children using bus, coach, taxis or trains to school including statutory educational transport		Schools and SBC	Junior / Infant Negligible (2000) Annual Secondary Extend Existing survey see Technical Paper	Annual	(+)

Note: People's perceptions in respect of transport issues will be gauged through regular Travel Diary and MORI household surveys

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