



MANAGING THE RISKS

The previous section set out a detailed risk assessment for each of our targets.

This chapter sets out the methods we will employ to manage the risks and improve performance overall.

KEY RISK MANAGEMENT TOOLS

Some areas of risk identified in the previous chapter will be in our direct control, in particular those associated with the delivery of the capital programme. Others risk groups, particularly when external factors are involved, may require more radical approaches and may mean that the Partnership needs to revisit its priorities and predicted outcomes.

In order to maintain a high level of performance we intend to continue with proven practices from LTP1 but also introduce an enhanced performance management framework.

Within this process are the tools for managing the risks we have identified in the previous chapter.

LEARNING FROM LTP1

Delivering the programme each year is essential to successful LTP2 outcomes. It is clear from the risk analysis process that there are a number of factors which could prevent us from successfully delivering our objectives.

The way in which programmes are managed by the Partnership has evolved greatly during the course of LTP1. A number of practices have proven very effective and will continue. These include:

- quarterly reviews of authority level programme delivery via the West Yorkshire Finance Monitoring Group;
- reallocation of resources between Partners to ensure that spend is maximised;
- the use of over-programming as a management tool, particularly in those programme areas where delays to schemes are common; and
- the use of framework contracts for consultants and contractors to cover for lack of resources particularly at peak times in scheme development and implementation.

PROCESSES FOR LTP2

To enhance the effectiveness of current practices an enhanced performance management framework has been agreed. The details are set out below.

ENHANCED PERFORMANCE MANAGEMENT FRAMEWORK

The framework will include assessments of:

- delivery against planned expenditure;
- delivery against planned schemes;
- progress towards targets; and
- delivery against policy.

Expenditure Monitoring

Each Partner produces their own annual spend profiles for their capital programmes. Progress against these will be reviewed at least quarterly to identify where spend is slower than anticipated against the forecasts. The reasons behind the divergence from the planned profile will be investigated. This will either result in an action plan to address the divergence or a potential re-allocation of funding.

Programme Delivery

At each reporting period, each Partner will review how delivery of actual schemes compares with that set out in the capital programme at the beginning of the year. This will identify key scheme slippage and would be used to assess the potential impact on achieving targets. This will inform the Partnership as to the likely impact of the slippage and whether further action needs to be taken to ensure targets are met.

Targets and Trajectories

The target monitoring information will be used to compile a detailed report each year summarising:

- progress against the target trajectories shown within the LTP document;
- if the target is failing, the action needed to bring the target back on track and the implications for the capital and revenue programmes;
- factors likely to influence future progress; and
- if there is the need to revise the target.

The report will be considered by senior officers within each Partner. A summary of key issues and recommended actions will be prepared and presented to the WYLTP Member Steering Group.

Whilst the review of targets is seen as an important part of the risk management process, the re-evaluation of the targets will ensure that individual targets will be stretched when monitoring indicates that the target level will be achieved earlier than indicated.

Advice from the Government Office will be sought at all stages.



The Use of ICT

Consideration is being given to ICT solutions to help collate and analyse data as well as provide a live central database that could be updated and viewed by the Partnership via a secure internet site. This would support and inform ongoing monitoring and regular assessment. The assessments would be used to inform action taken to address poor performance against specific targets.

DYNAMIC PROGRAMME MANAGEMENT

There will be an annual review of each part of the programme. Informed by the enhanced performance monitoring framework, the reviews will take into consideration specific local and external influences.

Reviews will be undertaken jointly by the Partnership and will take into account other policy areas such as economic development and land use planning. The key players will be the relevant Traffic Managers and UTMC staff as well as bus and rail operators. This broad range of involvement will ensure that the full range of policy levers can be addressed.

For those risk areas which are not directly programme related this process will be a key management tool allowing programmes to be reprioritised accordingly.

FUNDING FLEXIBILITIES

There are two objectives associated with greater funding flexibility:

- to maximise use of LTP funding and ensure 100% spend in any given year; and
- to reward good performance (in terms of delivery of schemes and policies).

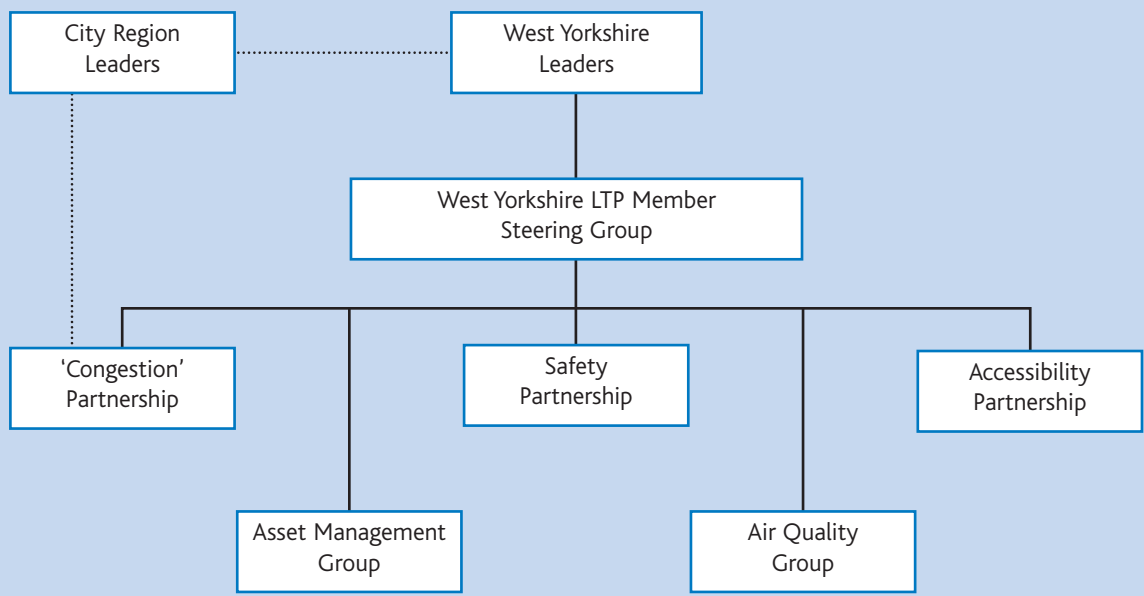
The Partnership has made good progress in delivering full spend against the capital programme during LTP1. However, it is important that a robust procedure is in place to incentivise continued good programme management. As such, each Autumn, the enhanced report of spend against the programme will be used to identify any authorities where an under-spend is likely to occur.

Where a high risk of under-spend is identified, a transfer of funding between authorities would take place to ensure we spending potential is maximised.

To incentivise good performance, it is proposed that any additional reward funding (above the indicative allocations) from Year 3 onwards of the LTP is directed towards those authorities who have performed the best.

The reward funding would also be directed towards areas of the programmes where key targets or outcomes were not on track.

FIGURE 4.7 - PROPOSED PARTNERSHIP ARRANGEMENTS





INDEPENDENT ADVICE

In order to ensure greater objectivity in the performance management process, it is proposed that there should be an independent 'reviewer' of performance data who can advise the Partnership of the best course of action to keep the LTP on track.

REVIEW OF SCHEME EFFECTIVENESS

The Partnership has already established a system to review the impact of selected schemes and to assess the benefits of individual measures. This is disseminated in the form of Impact Reports and through groups such as the West Yorkshire Road Safety Strategy Group.

By utilising up to date best practice we will be able to ensure that the schemes we choose to go into our programme can deliver the maximum outputs.

ALIGNING STRUCTURES AND RESPONSIBILITIES

NEW PARTNERSHIP ARRANGEMENTS

New partnership working arrangements will be developed around the shared priorities for transport. These groups will facilitate a greater degree of integration of wider stakeholder groups into the ongoing development and delivery of LTP2. The relationship of the proposed partnerships is shown in Figure 4.7.

The safer roads partnership will build on the successes of the West Yorkshire Casualty Reduction Partnership in LTP1. A new accessibility partnership will be established to oversee the development and implementation of area based action plans.

A new partnership will be established to oversee work to address the negative impact of congestion and support economic growth. The remit and membership of this partnership will reflect the wider economic growth/productivity and environmental agendas, (including the shared priority for air quality) that are associated with the LTP and will consider issues at a City Region level. The partnership will also oversee the development of a Transport Innovation Fund bid.

RISK OWNERSHIP

As part of the overall risk assessment process it is important that we understand who will be responsible for managing the risks. In our case we envisage the risks being managed at two levels:

- at an individual authority level; or
- as a Partnership.

Table 4.4 summarises where responsibilities will fall.

MANAGING THE KEY RISK AREAS

Whilst the measures outlined will be rolled out as an integral part of LTP2 we are aware that we can influence our outcomes in other ways.

We have already identified in the previous chapter the targets most at risk. Those targets categorised red are particular areas of concern. It is these areas that are already receiving additional attention and this will continue into LTP2.

Table 4.5 sets out the key targets and the measures being pursued in addition to the wider performance management approaches. Of particular note are the actions required to help us achieve our public transport targets, including:

- the commitment of operators to improve performance through the current form of partnership and voluntary agreements;
- the pro-active use of the RTPI system, by operators for better bus fleet management;
- participation by operators in WYTESA to improve driver retention, training and motivation; and
- the implementation of Performance Improvement Partnerships (PIPS).

A more detailed approach to tackling the risks identified for all target areas is set out in Appendix F.



TABLE 4.4 MANAGEMENT OF KEY RISK GROUPS

RISK MANAGEMENT GROUP (SEE TABLE 4.3)	RISK MANAGEMENT TOOLS/ACTIONS	LEVEL OF OWNERSHIP
General Risk Elements	<ul style="list-style-type: none"> ■ Effective programme and performance management ■ Reviews of programme priorities ■ Scheme effectiveness ■ Target monitoring and review 	Individual authority
External Risk	<ul style="list-style-type: none"> ■ Reviews of programme priorities ■ Scheme effectiveness ■ Target monitoring and review 	West Yorkshire Partnership
Partnership Risk	<ul style="list-style-type: none"> ■ Reviews of programme priorities ■ Scheme effectiveness ■ Target monitoring and review 	West Yorkshire Partnership
Programme Risk	<ul style="list-style-type: none"> ■ Effective programme and performance management 	Individual authority
Monitoring Risk	<ul style="list-style-type: none"> ■ Target monitoring and review 	West Yorkshire Partnership

TABLE 4.5 ADDITIONAL MANAGEMENT OF KEY RISK AREAS

TARGET	RISK INDEX	ADDITIONAL MEASURE/TOOL			
Accessibility - M1	●	Selection of tendered services (3-5 year process) linked to accessibility mapping process. This ensures that low accessibility areas become highlighted and targeted.			
Bus Punctuality - M2	●	PIP's	WYTESA	RTI	Implementation of the Bus Strategy
Bus Service Satisfaction - M3	●	PIP's	WYTESA	RTI	Implementation of the Bus Strategy
Cycling - M4	●	A broader set of sites to be monitored during LTP2 period. This will ensure that data is more robust and representative. Methodology set out in Appendix F and the Baseline data Report.			
Bus Patronage - M8	●	PIP's	WYTESA	RTI	Implementation of the Bus Strategy
Patronage on QBCs - L5	●	PIP's	WYTESA	RTI	Implementation of the Bus Strategy