

GREATER MANCHESTER INTEGRATED TRANSPORT AUTHORITY
REPORT FOR RESOLUTION/INFORMATION

COMMITTEE: Policy and Resources
DATE: 24th July 2009
SUBJECT: Performance Targets 2009 - 2012

REPORT OF: Finance and Corporate Services Director, GMPTE

PURPOSE OF REPORT

1. To outline the process used for approval of the key performance indicators (KPIs) and targets for the period 2009-2012 as previously discussed and agreed with Members at the Performance Management Committee on 10th February 2009.
2. To seek formal approval of the suite of KPIs and targets for the period 2009-2012 that were discussed and considered by Members at the Performance Management Committee on 7th April 2009.
3. To note that further KPIs are being developed in a number of areas to reflect the ITA's Policy objectives.

RECOMMENDATIONS

1. That Members approve the proposed suite of KPIs and targets.

BACKGROUND DOCUMENTS

Report to the Authority on revised GMPTA constitution, 19th September 2008.
 Reports to Performance Management Committee on 21st October 2008, 16th December 2008 and 10th February 2009 on Progress against Performance Indicators.
 Presentation to Performance Management Committee on 7th April 2009 on Performance Targets 2009 - 2012
 Report to Policy Committee on Performance targets 2009 - 2012, 5th June 2009.

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Introduction

1. The purpose of this report is to outline the process for approval of the KPIs and targets for the period 2009-2012 and to request approval of the proposed set of KPIs and targets detailed in Appendix A.
2. The proposed KPIs and targets were discussed and considered at a special meeting of Performance Management Committee on 7th April 2009. The meeting further asked for further KPIs to be developed (see paragraph 20 below).

Background

3. With the launch of the Government's new national performance management framework, which proposes a set of 198 national indicators for English local authorities, and the abolition of all other sets of indicators (including Best Value PI's) from April 2008, GMITA/PTE had the opportunity to review the historic suite of 30 performance indicators and to identify the critical measures that reflect current policies and priorities and would inform members in deciding on future spending priorities. Performance against KPI targets is reported publically within GMITA/GMPTE's Annual Report.
4. In developing the GMITA suite of measures and targets, four themes have been derived from the Authority's overall objective. The four themes are as follows:
 - **Economy** – to stimulate key economic drivers and tackle worklessness;
 - **Society** – to tackle social exclusion;
 - **Environment** – improved environmental performance of public transport and the Authority, modal shift; and
 - **Value for Money** – including service provision and user satisfaction.
5. In recent years the PTE has developed a comprehensive performance planning and reporting framework, taking the ITA's Priorities and the Key Performance Indicators reported to Central Government, and have developed a range of objectives to be addressed at every level of the organisation. At a corporate level, a number of Strategic Objectives set the context for the work of the Executive, and then feed through to the Business Plan; Directorate Delivery Plans; Departmental Delivery Plans; and six-monthly work plans for individual members of staff.
6. Progress against a more detailed suite of internal PTE business objectives is reported to the Executive Board via the monthly Board Business Performance Report. Progress is also reported externally, previously via the Business and Performance Plan, and from 2008, in the Annual Report.

Target setting process

7. This year, as in previous years, target setting has been co-ordinated to ensure that targets reflect GMITA/PTE's work programmes and priorities and are aligned with national and LTP2 targets. Using comparisons to challenge GMITA/PTE to achieve top quartile or best-in-class performance; targets have been set to achieve stretched performance in priority areas and maintain targets set where high performance is already being achieved.

8. The target setting process was considered and agreed at meeting of Performance Management Committee on 16th December 2008.
9. Member's aspirations were included in draft targets developed by PTE Officers and Directors. Targets were considered by Members, at the meeting on 7th April.
10. The performance targets for 2009-12 have been the subject of significant discussion with the former Performance Management Committee and, subject to Policy and Resources Committee approval, will be published in the Annual Report at the end of July.

2009 – 2012 KPI Targets

11. Year-end targets for 2009-2012 have been developed for 23 of the KPIs. These targets were aligned with LTP2 and national targets or guidance where appropriate. The remaining KPIs required the collection of baseline data from third parties before robust targets can be set.
12. The "Level of air quality" targets have been corrected amended to reflect financial years. The 2008/09 target has been amended from 72.01% of 2004 values to 77.7%, 2009/10 target amended from 66.6% to 72.1%, 2010/11 target amended from 61.0% to 66.6%, 2011/12 target of 61.0% added.
13. The "Modal share - % Non-car use to regional centre in am peak traffic" and "Modal share - % Non-car use to 9 other key centres in am peak traffic" targets and historical data have been rebased for LTP2 by the GM Joint Transport Team and GMTU, replacing Continuous Passenger Sampling as a source of bus patronage with direct observations on buses passing the cordon. ITA historical data and targets have been amended as a result.
14. The "Travel to school modal share (by non-car modes)" targets and historical data have been rebased for LTP2 by the GM Joint Transport Team and GMTU, following DfT instruction to remove local non-school census data. ITA historical data and targets have been amended as a result.
15. All amendments have been incorporated into the measures and targets presented in **Appendix A**.
16. Work has also been undertaken to ensure that all KPIs are, where appropriate, included as targets within each of GMPTE's Business Plan Key Business Priorities.

2009/10 Performance Measures

17. Following the requests of the 10th February 2009 meeting of the Performance Management Committee, GMPTE's Planning and Performance Team worked with GMITA officers to develop a new suite of Performance Indicators.
18. The new KPIs were developed with GMPTE Directors, ITA Officers and the Performance Management Committee and contain **31 KPIs** reflecting ITA Policy Priorities.

Breakdown of 2009/10 GMITA KPIs	
Measures adopted from 2008/09 framework	19
New measures as developed by PMC	12
TOTAL	31

19. A workshop was held with the Performance Management Committee on 7th April 2009 to discuss each of the 31 measures in depth. It represented an opportunity for Members to comment on the existing KPIs, and to suggest KPIs as appropriate. The overall aim was for the KPIs to reflect the policy objectives and priorities of the ITA with regards to economic competitiveness, social inclusion, environmental sustainability and value for money. A pack was developed for the workshop to provide historical data and background information for each KPI, which contained an overview of each of the four themes together with detailed background and analysis for each KPI.
20. At the request of the Performance Management Committee at the workshop on 7th April, the feasibility of developing further measures in the following areas is being investigated during 2009/10:
- The overall size and comprehensive nature of the public transport network in Greater Manchester linked to social inclusion;
 - The extent of overcrowding on heavy rail during the peak hours;
 - Passenger satisfaction levels amongst frequent passengers (not just regular passengers) on all forms of public transport;
 - Appropriate KPIs for the quality of the service provided on each mode;
 - Providing a breakdown for the KPI on health and safety incidents on Metrolink in order to show the number of incidents specifically involving passengers; and
 - Expanding the KPI on bus patronage to include information on passenger numbers on QBC routes, through concessionary travel and tendered neighbourhood services.

Recommendations

See front sheet of report for recommendations

Steve Warrener
Finance and Corporate Services Director

APPENDIX A: GMITA Proposed KPI Targets 2009 - 2012

	GMITA Policy Objective	Measure	Performance				Current 2008/9 Target	Status of 2009/10 target	Proposed Targets		
			Year end 2005/06	Year end 2006/07	Year end 2007/08	Year end 2008/09			Year end 2009/10	Year end 2010/11	Year end 2011/12
1	Economy	% of households within 30 minutes by public transport to a category A interchange or Manchester City Centre by 08:45	85%	80.8%	82.6%	0.80	83.6%	NO CHANGE TO LTP TARGETS	LTP1a target of 83.6%	LTP1a target of 83.6%	LTP1a target of 83.6%
2	Economy	Working age people with access to employment by public transport (and other specified modes)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10	New national indicator from 2008/9. Targets will be developed when 2008/9 data is received from DfT - due July 2009.		
3	Environment	Level of air quality – Reduction in local traffic emissions (tonnes NOx) from traffic on major roads in each District	93.8% of 2004 values	89.3% of 2004 values	81.8% of 2004 values	Due October 2009 from GMTU	LTP8 target: 72.1% of 2004 values	NO CHANGE TO LTP TARGETS	LTP8 target: 66.6% of 2004 values	LTP8 target: 61.0% of 2004 values	TBC
4	Environment	% Buses (observed) with Euro IV or better engines or particulate traps	13.30%	16.70%	18.30%	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10	A new monitoring system (PRMS) was trialled during 2008/9 and became fully operational on 1 April 2009. Targets will be developed when the 6 months of PRMS data becomes available in September 2009.		
5	Environment	Modal share - % Non-car use to regional centre in am peak traffic	63.4%	Not applicable	Not applicable	69.7%	LTP12a target of 66.3%	LTP TARGETS REBASED	LTP12a target of 67.1%	LTP12a target of 67.5%	TBC
6	Environment	Modal share - % Non-car use to 9 other key centres in am peak traffic	45.4%	44.3%	44.8%	47.3%	LTP12b target of 42.4%	LTP TARGETS REBASED	LTP12b target of 42.4%	LTP12b target of 42.4%	TBC
7	Environment	Congestion – average journey time per mile during the morning peak	5mins 05	4 mins 56	5min 00	Due February 2010 from DfT	5min 08	NO CHANGE TO LTP TARGETS	5min 07	5min 05	TBC
8	Environment	Travel to school modal share (% by non-car modes)	Not applicable	70.9%	71.3%	Due November 2009 from DfT	LTP4 target of 72%	LTP TARGETS REBASED	72.40%	72.40%	TBC
9	Society	% of wheelchair accessible buses observed	48.4%	64.5%	71.5%	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10	A new monitoring system (PRMS) was trialled during 2008/9 and became fully operational on 1 April 2009. Targets will be developed when the 6 months of PRMS data becomes available in September 2009.		
10	Society	% of accessible bus stops (minimum 160mm kerb height) on QBC routes.	Not applicable	Not applicable	Not applicable	91.7%	88%	TARGETS BEING BASELINED DURING 2009/10	New measure covering the whole GM bus network being developed. Targets will be developed when initial data becomes available during 2009/10.		
11	Society	% of accessible heavy rail stations	52.3%	52.3%	52.3%	54.2%	Not applicable	TARGETS BEING BASELINED DURING 2009/10	New definition of accessibility being developed. Targets will be developed when initial data becomes available during 2009/10.		
12	Society	Number of reported antisocial behaviour incidents whilst travelling on bus per million trips	15.75	15.94	28.27	12.84*	20	TARGETS INCREASED	10	10	10
13	Society	Residents' safety perception whilst waiting for / travelling on public transport	Not applicable	71.0%	69.5%	69.7%	Not applicable	NO PREVIOUSLY PUBLISHED TARGETS	68%	69%	70%
14	Society	Number of RIDDOR reportable Health & Safety incidents on bus stations	7	10	16	39	15	NO CHANGE TO TARGETS	Knockdowns - 1 RTAs and Trips/slips - reduce by 10% on 2008/9 year end figures	Knockdowns - 1 RTAs and Trips/slips - reduce by 10% on previous year end figures	Knockdowns - 1 RTAs and Trips/slips - reduce by 10% on previous year end figures
15	Society	Number of RIDDOR reportable Health & Safety incidents on Metrolink	140	126	125	123	113	NO CHANGE TO TARGETS	Reduce by 10% on 2008/9 year end figures	Reduce by 10% on previous year end figures	Reduce by 10% on previous year end figures
16	Value for money	Patronage - bus (million journeys)	216.4m	223.3m	224.4m	236.0m*	228m	TARGETS REDUCED	3% Reduction on 2008/09 outturn	1% Reduction on 2009/10 outturn	No change to 2010/11 outturn
17	Value for money	Patronage - train (million journeys)	19.7m	20.7m	22.2m	22.8m	21m	TARGETS ADJUSTED FOR OLDHAM LOOP CLOSURE	21.0m	21.0m	21.4m

	GMITA Policy Objective	Measure	Performance				Current 2008/9 Target	Status of 2009/10 target	Proposed Targets		
			Year end 2005/06	Year end 2006/07	Year end 2007/08	Year end 2008/09			Year end 2009/10	Year end 2010/11	Year end 2011/12
18	Value for money	Patronage - Metrolink (million journeys)	19.88m	19.9m	19.7m	20.03m	20.23m	TARGET REDUCED THEN INCREASED	19.9m	22.4m	27.7m
19	Value for money	Reliability - bus	93.9%	97.0%	95.10%	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10	A new monitoring system (PRMS) was trialled during 2008/9 and became fully operational on 1 April 2009. Targets will be developed when the 6 months of PRMS data becomes available in September 2009.		
20	Value for money	Punctuality - bus	78.2%	85.0%	84.00%	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10			
21	Value for money	Public performance measure (PPM) - train	Not applicable	92.52%	90.28%	90.04%	90%	NO CHANGE TO TARGETS	90%	90%	90%
22	Value for money	Reliability - Metrolink (Qualified Mileage)	Not applicable	Not applicable	98.40%	99.03%	Not applicable	NO PREVIOUSLY PUBLISHED TARGETS	98%	98%	99%
23	Value for money	Regular user satisfaction - bus	82%	89%	82%	85%	90%	TARGETS REDUCED	85%	87%	90%
24	Value for money	Regular user satisfaction - train	90%	93%	88%	88%	90%	NO CHANGE TO TARGETS	90%	90%	90%
25	Value for money	Regular user satisfaction - Metrolink	95%	96%	94%	88%	92%	NO CHANGE TO TARGETS	92%	93%	93%
26	Value for money	Regular user satisfaction with public transport information	65%	74%	75%	73%	70%	TARGETS INCREASED	72%	72%	72%
27	Value for money	Annual average absenteeism per person	9.68 days	13.73 days	13.32 days	11.44 days	10.5 days	TARGETS REDUCED	10.5 days	9.5 days	8.5 days
28	Value for money	% Complaints responded to within 15 working days	44%	85%	44%	86%	75%	NO CHANGE TO TARGETS	90%	90%	90%
29	Value for money	Costs per concessionary bus journey	Not applicable	Not applicable	Not applicable	£0.74*	Not applicable	NO PREVIOUSLY PUBLISHED TARGETS	£0.75	TBC	TBC
30	Value for money	Costs per subsidised bus journey	£0.80	£0.83	£0.87	£1.00	£0.93	TARGETS INCREASED	£0.95	£1.00	£1.04
31	Value for money	Metrolink Yield	Not applicable	Not applicable	£xx	Not applicable	Not applicable	TARGETS BEING BASELINED DURING 2009/10	New measure being developed. Targets will be developed when initial data becomes available during 2009/10.		

* Figure under review as part of a wider review of Continuous Passenger Sampling.