

# Business Plan Performance Report | 2009/10

	Objectives, Activities and KPIs	Responsible	Q1	Q2	Q3	Q4	Comment
	Increase our understanding of the needs, aspirations and experiences of passengers						
1	Conduct two waves of the rail National Passenger Survey (NPS)	Ian					Wave 2 fieldwork completed
2	Increase the extent to which the NPS is used to drive decision making within the industry	Ian					
3	Conduct research to identify priorities for improvement for English, Scottish and Welsh rail passengers	Ian					Report being written
4	Carry out research to identify rail passenger priorities at a Route Utilisation Strategy or franchise level.	Ian					Impact of East Coast Mainline
	<b>Performance and safety</b>						
5	Monitor punctuality across the rail network and respond where performance is poor	Mike					
6	Investigate the extent to which the Public Performance Measure reflects the actual passenger experience of delay	Mike					
7	Campaign for greater breakdown of performance data – i.e. to route rather than train operating company level	Mike					
8	Ensure that passengers' safety and security priorities are understood and heard.	Mike					Personal Security Report published Anti-social behavior postcard survey
	<b>Fares and value for money</b>						
9	Campaign for the introduction of a direct debit scheme for annual season tickets and carnets	Mike					
10	Campaign for changes to the fares regulation formula	Mike					'Flat cap' in place for Jan 2010
11	Hold the rail industry to account and promote transparency and accountability through research into: A) Accuracy of retailing (Mystery Fares) B) Ticket purchase queuing times C) Availability of advance purchase fares	Ian					
							Problems associated with finalising report
							Now being conducted Q4
							Policy team
12	Work to ensure that the industry improves passenger	Mike					Proposals for East Coast

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	confidence in the fares and ticketing system.						submitted to Sec State
Capacity							
13	Maximise the extent to which the future development of rail infrastructure meets the needs of passengers	Ashwin					
14	Maximise the extent to which major rail projects address passenger needs	Ashwin					
15	Maximise the extent to which the needs of passengers are taken into account in Route Utilisation Strategies:	Ashwin					
	Yorkshire and Humberside		😊				Final RUS published 15/07/09
	Kent				😊		RUS document now produced
	Sussex						Awaiting publication strategy
	East Midlands						Awaiting publication strategy
	Great Western						Awaiting publication strategy
	West Midlands and Chilterns						Optioneering stage. Attending SMG and passenger research
	West Coast Main Line						Passenger research being developed
	London & South East (phase 2)						RUG consultation held July

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	Northern (phase 2)						Meetings held with RUGs in Manchester & Leeds
	Scotland (phase 2)						Initial scoping and gap analysis
	Network RUS (stations workstream)						Stations group attended 13/7
16	Maximise the extent to which the specification of franchises addresses the needs of passengers: <ul style="list-style-type: none"> <li>ICEC (Intercity East Coast / East Coast Main Line)</li> <li>C2C (Essex Thameside)</li> <li>NXEA (Greater Anglia)</li> </ul>	Ashwin					
							Awaiting draft specification document from DfT
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							Awaiting draft specification document from DfT
17	Monitor train companies' legal and contractual obligations to passengers	Ashwin					
18	Investigate through research if seat reservation systems meet passenger needs	Ian					No budget allocation
19	Ensure through research that the design of new trains meets passengers' needs and aspirations. This research will cover <ol style="list-style-type: none"> <li>Super Express</li> <li>ScotRail trains.</li> </ol>	Ian					
							Research cancelled
							Now being conducted in Q4
	<b>Delays and planned disruption</b>						
20	Improve the way that the rail industry manages service disruption and the provision of information to passengers – including carrying out research into bus replacement services and unplanned disruption	Ashwin Ian					
							Initial project delays now resolved
21	Minimise disruption to passengers caused by major rail	Ashwin					

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	projects such as Thameslink and Reading						
22	Carry out research into the re-development of a) London King's Cross Station b) Birmingham New Street station.	Ian	☺				
	<b>End to end journeys</b>						
23	Identify the lessons learnt from the Passenger Focus integrated transport research (currently underway)	Ashwin Ian					ATOC still to be finalised. Work to be progressed in Q4.
24	Investigate through research passenger needs for car and cycle parking and access to stations.	Ashwin Ian					No budget allocation
	<b>Tackling Poor Rail Passenger Service</b>						
25	Carry out research into passenger experience of unstaffed stations in Wales.	Ashwin Ian					Now underway .
27	Use the National Passenger Survey and other research to identify good and poor service to passengers	Ashwin					
28	Communicate concerns from passenger groups and other stakeholders about poor service to the industry and ensure issues of high priority are acted on.	Ashwin					
	<b>Accessibility</b>						
29	Work with the industry to improve the monitoring and delivery of assisted passenger reservations service for passengers	Ashwin					Prepatory work to be commenced in Q4 with research undertaken in Jun 10
30	Improve journey planning information for passengers with disabilities	Ashwin					Prepatory work to be commenced in Q4 with research undertaken in Jun 10
31	Build a contact database of passengers with disabilities who would be willing to help with research	Ashwin					Due to start 4 <sup>th</sup> Quarter
32	Increase the rail industry understands of those groups of passengers who face greatest barriers to using rail services.	Ashwin					Work on hold for duration of SE Bus Pilot
	<b>Complaints</b>						

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33	To deliver efficient, effective complaints handling mediation and advice service, ensuring 65% of complainants are satisfied with the way Passenger Focus handled their complaint	Gary	86%	86%	87%		YTD is 87%
34	Improve the handling of complaints by the rail industry	Ashwin/ Lee					Most reviews now completed. Project team discussing progress in Q4
35	Enhance our understanding of consumer protection regulations and identify how these can best be used to improve customer service for passengers.	Mike					Discussions with ORR in hand. Need to develop internal process and training module.
<b>Buses</b>							
36	Carry out research that underpins our campaigning and lobbying and also informs our thinking on behalf of bus and coach passengers	David / Ian					
37	Take, from April 2009, responsibility for the Department for Transport's (DfT) Bus Mystery Traveller Survey	David / Ian					Published results Q2 2009-10 and year end 2008-09 data in October 2009
38	Prepare to take responsibility, from April 2010, for the DfT's Bus Passenger Satisfaction Survey	David / Ian					3 <sup>rd</sup> Quarter
39	Carry out and publish research to identify bus and coach passengers priorities for improvement	Ian					Fieldwork completed Q3
40	Publish research into the consumer experience of concessionary fares	Ian	☺				
41	Carry out and publish research into bus passenger complaint handling, including making recommendations for change if necessary	Ian					Report published as part of consultation response. Need plan to publish separately
42	Developing, piloting and publishing the results of Passenger Focus's own bus passenger satisfaction survey in Southampton, Bristol, Dorset,	Ian/ David					Publication plan now to be agreed by end Q4

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	Lincolnshire, Tyne and Wear and the West Midlands. Carry out and publish further research in up to fourteen other areas.						
43	Explore opportunities for joint work with transport providers and planners	David					Discussions with PTEs and PTEG underway
44	Enhance Passenger Focus's understanding of the policy and regulatory framework surrounding bus and coach operations and identify opportunities to improve services for passengers	David					Policy manual nearly complete by Q3 and Board sign-off process agreed
45	Test different methods of passenger link team working	David					Ongoing through pilot measurement process
46	Influence decisions that affect bus and coach passengers and secure improvements to services at a national, regional and local level	David					Ongoing through pilot work at a local/regional level plus national stakeholder engagement work
47	Engage major stakeholders and the bus and coach industry to both inform them of our work to get a better deal for bus and coach passengers	David					Ongoing through pilot work at a local/regional level plus national stakeholder engagement work
48	Gain knowledge of the bus and coach sector that will inform and develop Passenger Focus policy in addition to facilitating training and then work within pilot areas.	David					Ongoing through staff training programme and sign-off of policy manual
<b>Communications</b>							
49	Increase the access of passenger groups and stakeholders to decision-making processes within the rail industry	Amy					The RUG section of the website is in planning phase.
50	Identify opportunities to promote passengers' interests at a European level	Mike					
50	To build and maintain awareness of Passenger Focus with key stakeholders	Amy					Continual liaison and information provided to all stakeholders.

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51	Maintain and improve the website to ensure it accurately reflects our work	Amy					Currently working on the publications area to make it easier to find the right item Wales and Scotland pages to be designed. Bus area to be improved for next April.
52	Maintain a proactive 24-hour press office	Amy					
53	Publish national and regional Passenger Voice stakeholder bulletins quarterly	Amy					Ongoing
54	Hold an annual conference to bring together industry and passenger representatives to discuss common themes and issues	Amy					Will be held in November next year
55	Hold fringe events at the three main Great Britain party political conferences	Amy		😊			Completed
56	Implement the Passenger Focus Welsh language scheme.	Amy			😊		Completed – action plan underway
<b>Governance &amp; Finance</b>							
58	Regular public board and other committee meetings, which will decide and review policy, performance and finance issues	Jon					
59	Publish an Annual Report and Accounts	Amy / Nigel		😊			Completed with an unqualified audit report
60	Manage the annual budgets and ensure value for money in purchasing	Nigel					Budget review completed in July and outturn within budget and procurement advice published.
61	Manage organisational risk	Anthony					
<b>Staff and reward</b>							
62	Retain and recruit high quality individuals who are	Nigel					Recruitment of 12 staff in

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	supported in their roles through appropriate development and training opportunities						Q1, 2 in Q2 and 6 in Q3 . Reed appointed as recruitment partner following competition
63	Review the reward package within Passenger Focus	Nigel					Supplier appointed for competency and pay framework
64	Undertake a training needs analysis to formulate a training schedule that provides the essential knowledge and skills required to fulfil the requirements of roles delivering bus and coach passenger representation	Nigel					Training commissioned in line with personal development plans
65	Involve staff through the Passenger Focus staff forum and hold regular staff meetings.	Anthony					Forum and meetings held but, an area still being worked on and developed
<b>Change</b>							
66	Manage the change process within Passenger Focus to ensure that the move to our new bus and coach remit is successful.	Nigel					
66b	Ensuring that the delivery and quality of our rail passenger work is not compromised, while maintaining communications with internal and external stakeholders	Ashwin					
67	Design and deliver a programme of work to develop the expertise, systems and internal organisation of the passenger link team	Ashwin					
68	Improve the way the passenger link team works and communicates with other teams within Passenger Focus as well as external stakeholders.	Ashwin					
<b>Infrastructure</b>							
69	Maintain and develop our information technology and telecoms infrastructure to include: Development of online collaboration tools	Nigel					Video conferencing introduced. Issue is that intranet functionality is not exploited by staff Issue



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	Trial of video conferencing technology Enhancement of the intranet.						remains that the intranet functionality is not exploited by staff.
70	Carry out stakeholder survey bi annually	Ian					No budget - rescheduled for 2010/11
71	Draw up annual business plans detailing the work we will do to address our priorities	Jon					
72	Report four times a year in public at Board meetings on progress towards meeting targets, including reports on our work with individual train companies	Anthony					
73	Ensure that passengers rate Passenger Focus as easy to find and contact	Amy					
74	Track and report on the number of passengers that we engage with through research and consultation	Ashwin					Reported in Passenger Link Team Update
75	Track and report on the major policy decisions within the rail, bus and coach industries that we have influenced	Mike					
76	Track and report on the number of wins for passengers secured by Passenger Focus.	Ashwin					Reported in Passenger Link Team Update
	<b>KPIs</b>						
77	Calls to Passenger Advice Team answered in 20 seconds 85%	Gary	94%	95%	93%		YTD is 94%
78	Calls presented 95%	Gary	100%	100%	100%		YTD is 100%
79	Appeals acknowledged in five working days 95%	Gary	98%	99%	99%		YTD is 99%
80	Enquiries closed in five working days 95%	Gary	98%	94%	95%		YTD is 96%
81	Appeals closed in 35 working days 75%	Gary	88%	85%	86%		YTD is 86%
82	Average response time to appeals 35%	Gary	19 days	22 days	19 days		YTD is 20 working days
83	Complaints about Passenger Focus closed in 20 working days 60%	Gary	100%	83%	100%		YTD is 94%

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84	Fewer than 5% of complaints about Passenger Focus - below 5%	Gary	1%	0%	0%		YTD is 1%
85	Cases to be logged on database on day of receipt 95%	Gary	95%	98%	96%		YTD is 96%
86	Passengers satisfied with the service they have received 65%	Gary	86%	86%	87%		YTD is 87%
87	Budgeted expenditure (April-December) within 5%	Nigel	4%	1.2%	1.7%		Favourable variance of 7.5% on bus expenditure and 0.3% on rail expenditure
88	Invoices paid within 30 days 98%	Nigel	99.6	99.3	96		Q3 results affected by postal strike in October
89	Expenses paid within 10 working days 100%	Nigel	97.6	100	94		Q3 results affected by postal strike in October
90	Unplanned absence levels maintained below national average below 3.5%	Nigel	3%	3%	2%		
91	Send out minutes after meetings (working days) five	Jon	50%	66%	66%		Staff turnover and unplanned work had an impact on meeting administration
92	Produce agendas and papers before (working days) five (excludes Management Team)	Jon	62%	50%	83%		
93	Quarterly information risk assessment	Jon		100%	100%		
94	'Personal protect' data security incidents Nil	Jon	100%	100%	100%		
95	Same day board member expense claim and submission to finance turnaround 90%	Jon	42%	62%	93%		

Key:

- Underway- good progress, on time, on budget etc - no issues – green
- Not due to start yet – programmed in -no issues – blue
- Under way – progress being made but minor issues or improvements needed – yellow
- In need of review / issues raised – red
- Achieved – complete - 😊