

Workplan report – 2014/15

The measures detailed in this plan monitor the performance of Passenger Focus against delivering its Workplan objectives. They are grouped according to our strategic aims. The status of each indicator is populated by the owner, and is an indication as to how well they feel work is progressing. Please note barriers to success in the achievements so far column. The colours used indicate the following:

- | | | |
|---|---|--|
|  | = exceeding expectations | - please include reasons for success |
|  | = on track | |
|  | = some concern about our ability to meet all of the objective | - please include reasons for barriers to success |
|  | = significant concern about our ability to meet any part of the objective | - please include reasons for barriers to success |

Please keep the entries as succinct as possible and update any items in the recent achievements column with anything achieved through work in progress/outstanding work from the previous reporting period.

If the entry is growing beyond a few bullet points it may be that a separate paper is needed.

Do not duplicate what others have written- it will be up to the responsible owner (or a deputy) to edit.

If something is not changing for a long period comment on this.

Management Team - Board Report

1. Understanding the needs of passengers

Ref/Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PAX1	Key objective <ul style="list-style-type: none"> Increase the size (reach 40,000 passengers) and usefulness of the Bus Passenger Survey 	<ul style="list-style-type: none"> Autumn wave completed. over 47000 sample 	<ul style="list-style-type: none"> Presentation documents all complete Publication document almost complete (on track) Tender document being finalised for issue in Feb 15 Spring 2015 wave on track and will cover West Midlands 	<ul style="list-style-type: none"> Shrinking budgets especially local authorities Retendering starts this year 	IW
PAX2	Key objective <ul style="list-style-type: none"> Publish the first Tram Passenger Survey 	<ul style="list-style-type: none"> Published second Tram Passenger Survey 		COMPLETE	IW
PM1.1	RAIL <ul style="list-style-type: none"> Publish autumn and spring National Rail Passenger Survey – including more route-based NRPS data Publish research enabling us to better understand passengers' trust Improve transparency levels on rail performance data Increase understanding of Community Rail Partnerships through the NRPS boost study of CRPs 	<ul style="list-style-type: none"> Autumn 2014 NRPS published. Included boost on 12 Community Rail Partnership lines Published Information Screens research David Greeno presented autumn 2014 Community Rail Partnership (CRP) findings in March at Designated Lines seminar, and to CRP steering group 	<ul style="list-style-type: none"> Presented Rail Priorities and Trust to Passenger Services directorate 11 Feb Spring 2015 NRPS wave in field up to the 29 Feb. 		IW
PM1.2	TRAM <ul style="list-style-type: none"> Use the results first TPS to drive improvements for passengers Repeat the TPS subject to funding. 	<ul style="list-style-type: none"> Report published 	<ul style="list-style-type: none"> Complete project review 	<ul style="list-style-type: none"> Year to year funding inefficient and may appear insecure from boost funders perspective May need to reconsider our funding of minimum sample for NET and SYPTE moving forward 	IW
PM1.3	COACH <ul style="list-style-type: none"> Pilot a new coach passenger satisfaction Introduce it to the industry, committing operators to an action plan to improve scores 		<ul style="list-style-type: none"> Hoping to discuss with Tom Stables and new NX insight person. May be interested in looking at airport surface access as a way of trialling Maintain contact through regular attendance at National Express coach passenger panel - next meeting 26 March 2015 DS met with Head of Commercial at Stagecoach and re-opened discussion about the possibility of coach passenger research in 2015-16 	<ul style="list-style-type: none"> Met with National Express in summer 2013. They are only interested in co-funding if Megabus were on board Letter sent from Anthony to Megabus, but as yet no interest 	IW/DS
PM1.4	ALL MODES <ul style="list-style-type: none"> Produce a pilot, regional, cross-modal satisfaction report Continue to develop the Smart Ticketing programme 	<ul style="list-style-type: none"> Advance on the Day tickets – Cross Country pilot -2 waves completed, report to be published February / March 2015 On Advisory Board of Transport Ticketing 2015, Knowledge Partner status. Spoke at Transport Ticketing Conference 27 January Participating in Transport Card Forum Steering Group. Had three speaking slots at their main 2 day meeting in September 2014. Also running session at their 2 day workshop in April. Presenting four sessions at ATCO (Association of Transport Co-ordinating Officers) conference in June Norfolk Wave 2 completed - well received, several presentations given. Report to be published 18th March 2015 PlusBus project fieldwork complete, Findings presented to PLUSBUS and ATOC on 10 December then presented to CPT board on 20 Jan 	Projects in progress - all to be published during 2015: <ul style="list-style-type: none"> South East Flexible Ticketing on Rail (SEFT) proposition testing Passenger innovation in ticketing (carnets) c2c smartcard pilot evaluation Disabled passengers perspectives on smart ticketing Brighton & Hove buses, smart managed service pilot PlusBus research to be published in March 2015 Multipass pilot on Greater Anglia Smart - General		IW

		<ul style="list-style-type: none"> Use of Contactless cards for rail travel (Chiltern pilot) published December 2014 Future developments for Apps- published February 2015 Advance Purchase on the Day (APOD) tickets Cross Country pilot report to be published 9th March 	<ul style="list-style-type: none"> Market study to look at overall use and attitudes to public transport, smart ticketing – including segmentation of passengers. will publish various short outputs through 2015 		
PM1.5	ANNEX 1: ROAD USERS <ul style="list-style-type: none"> Understand user priorities Start satisfaction research Engage with stakeholders 	<ul style="list-style-type: none"> Initial discussions with HA Manchester held on 14 January Priorities for improvement research set up 	<ul style="list-style-type: none"> More stakeholder meetings planned Strategy for coverage of roads stakeholders in CRM being implemented, to be in place ahead of sending out communications in the new year Further discussions with HA Manchester on 29 January. Also arranging with Jane Phillips to widen our discussions with national and regional teams at the various bases around England, to expand understanding of their work and how user engagement can be more effective 	Industry resistance although this appears to be thawing as stakeholder engagement continues. Long road ahead nonetheless	IW

2. Making a difference for all passengers through long-term planning

Ref/ Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PAX3	Key objective <ul style="list-style-type: none"> Boost the passenger voice in rail franchising 	<ol style="list-style-type: none"> General <ul style="list-style-type: none"> Participated in IPPR Roundtable on Transport for the North - 18 Nov Research agency presented results of first tranche of 'Customer Reports' research (GTR) on 20 November and second tranche (c2c) on 14 January. Presented a passenger perspective on stations at RDG Stations Summit on 3 December. Presented 'Passenger perspectives on rail journeys', drawing on NRPS, Passenger Priorities and TOC specific research, to a conference on rolling stock maintenance on 10 December. Held initial meeting with Marianna White new Head of Passenger Service Excellence to discuss her new role and begin scoping potential research into Passenger Charters Extreme Weather project debriefed on 25 Feb Met LTW to provide high level update on current franchise related research projects and also for general catch up re franchise activity. Briefed Jeff Halliwell on our franchising programme of work. Attended workshop with Transport Systems Catapult/DfT re sentiment mapping and big data re rail franchising. Presented the passenger view on rail at DfT's internal 'passenger services lunch time briefing' (11 Feb) Presented the passenger perspective at launch event for a competition to promote innovation in Customer Experience in Rail Travel (2 March, Coventry) Participated in Community Rail designated lines seminar 16/17 March Appointment of Louise Collins to permanent role within the team. Policy/strategy <ul style="list-style-type: none"> Recorded clip on Passenger Priorities for Improvement for launch video for Rail Executive Passenger Services directorate 	<ol style="list-style-type: none"> General Franchise strategy <ul style="list-style-type: none"> Further discussions regarding our support to DfT programme. Preliminary discussion indicates DfT expecting to fund franchising activity in 2015/16. Draft budget to be drawn up for discussion at a meeting on 31/3/15. Providing input to development of future DfT policy regarding quality in franchises. Individual franchise activity <p>East Coast</p> <ul style="list-style-type: none"> Met VTEC to discuss transition from East Coast 'rewards' to Nectar points after passengers raised concern about fairness. Backed up with letter from DS to MD at VTEC. No likelihood of the concessions, although they have committed to make clear that although existing points must be redeemed by 30 September people have 6 months to then use them (potentially to book 12 weeks in advance of booking). <p>Essex Thameside</p> <ul style="list-style-type: none"> Follow up with National Express Bid Director and c2c Managing Director on how to take forward joint working proposals agreed at the bid stage Northern /TPE 	<ol style="list-style-type: none"> General <ul style="list-style-type: none"> Managing high level, and diverse range, of franchise activity. Loss of expertise and additional input to the franchise programme as Guy Dangerfield moves to Road User Director post. Timely completion of Passenger Charter research to incur expenditure from 2014/15 budget. Franchise strategy <ul style="list-style-type: none"> Level of resource that can be negotiated from DfT for 2015/16 and beyond. Changes to DfT approach to requirements for and measurement of quality in franchises. 	MH

- Responded to Stuart White letter regarding our support for DfT franchise programme. Subsequent meeting with Colin Westwood indicated our points were accepted.
- Invoices for bulk of 2014/15 franchise activity and specific projects now paid.

3. Individual franchise activity

Essex Thameside

- PIT/PT comments submitted on key documents PC/DPPP etc.
- SH and LMCC met Head of Customer Experience to discuss ongoing relationship now franchise is operational.
- C2c Customer Report findings presented to Customer Strategy steering group on 4/2/15.

East Coast

- Directly Operated Railways sold its subsidiary East Coast Main Line Company to the 90%/10% Stagecoach/Virgin JV Inter City Railways on 1 March, with the company trading as "Virgin Trains East Coast" from that date.
- We have now provided informal feedback to all three bidders
- We succeeded in improving the draft VTEC Passenger's Charter in various ways
- The ongoing relationship with VTEC has now passed from PIT to Passenger Team.
- Very positive feedback from DfT project team on our bid review input

Northern/TransPennine Express (TPE)

- Commented on proposed NRPS targets and remedial expenditure requirements for Northern and TPE ITTs and continuing to discuss approach to sampling for stations
- ITTs published 27 Feb and reflect many of our aspirations and detailed input with an increased emphasis on service quality and customer experience.
- One or more meetings held with all bidders.

East Anglia

- Research agency presented findings from qual research amongst passengers and non-users in East Anglia to PF and DfT on 15 December
- Met with Pascale Wilson, the recently appointed Specification Manager, to brief on our role and activities and discuss customer experience issues for franchise
- Met Transport Systems Catapult to discuss development of innovation and contribution to series of innovation workshops with stakeholders
- Made recommendations to DfT regarding consultation and urged formal events were held. Attended subsequently scheduled series of public consultation events and presented highlights of our research and high level recommendations for the EA franchise.

- TPE Direct Award announced 20/3/15. Seeking briefing from DfT regarding details.
- Awaiting sight of Franchise Agreement following recent issue of ITTs and previous discussion about 'standard items' to include within it
- Meetings with bid teams are ongoing

East Anglia

- Regular meetings scheduled with DfT to discuss franchise specification.
- Completed EA research report - publication likely to be post-election but slide deck and draft report will be provided to DfT/prospective bidders in meantime.
- Substantial response to consultation document submitted to DfT and has been passed on to technical advisors. Further material to be provided over coming weeks.
- Responding to information/meeting requests from prospective bidders/suppliers following presentation at Bidders Day.

Great Western

- Reading engineering works research to be updated at Easter 2015
- Research underway looking at communications around engineering works at Bath Spa in July/August and evaluating the passenger experience

East Midlands

- Further discussions will take place with DfT later this year about NRPS targets before anything is contractualised.

West Midlands

- Both LM research report and our proposals for the LM DA now likely to be published post-election.
- Further discussions on RFP.

South West Trains

- Further discussions will take place with DfT about NRPS targets once existing data reworked by BDRC into the new 'building blocks'
- Explore detail of 'package of measures' within existing contract announced 25/3/15

ScotRail

- Reviewing key documents for new franchise including Passenger Charter and CCHP.

West Coast

- Initial meeting to discuss next franchise scheduled for 1 April.

- Attended and presented at a series of Innovation Workshops organised by Transport Systems Catapult as part of the EA consultation.
- Recorded a short film clip for DfT to accompany EA prospectus.
- Prospectus includes many references to Passenger Focus and a number of pages outlining NRPS and franchise research.
- Attended and presented at Bidders' Day on 5 March.
- Met with DfT/PIT/Research to discuss NRPS targets for the new franchise, 3 March.

Direct Awards (DA)

Great Western

- Direct Award announced 23 March.
- Includes NRPS targets and penalty fund of up to £1M as well as number of initiatives to directly benefit passengers.
- Stakeholder briefing published to coincide with announcement has multiple references to Passenger Focus

East Midlands

- Focus groups to explore EMT passengers' experiences and aspirations completed in December. Research agency presented findings to PF and DfT on 15 December.
- Online exercise to gather EMT passenger feedback on behalf of DfT now closed. 325 people responded. Results were shared with DfT and EMT and published on our website in December.
- Final versions of textual summary of research and agency slides provided to DfT, along with PF submission to DfT re. Key priorities to be addressed. DfT complimentary and all three documents to be appended to DfT's formal 'request for proposal' issued to EMT
- We have published our research and the submission to DfT of our proposals for the Direct Award.

West Midlands

- DfT commissioned qual research to explore passengers' experiences and aspirations - focus groups completed in December. Research agency presented findings of qual research on 23 January.
- Held initial meeting with Richard Brooks, LM, in November and also met with Centro on 2 December to discuss their perspective on and aspirations for the DA
- Submitted 'Proposals for LM DA' document to DfT, drawing on our research and outlining our high level recommendations.
- Constructive meetings with project team to discuss findings of research and how these will be reflected in the developing RFP.

South Western

- Agreement reached with SWT over revised NRPS 'building blocks', necessary to allow NRPS to be used as a contracted output in the DA. Four waves of past NRPS data has been supplied to DfT and SWT organised into the new 'building blocks'

Franchise customer reports

Passenger Charter research

- Agency have begun desk research as first stage of this project.

		<ul style="list-style-type: none"> Report of research into passenger reactions to Customer Reports issued as a franchise commitment by Govia Thameslink Railway and c2c (includes report issued voluntarily by Abellio Greater Anglia) successfully published <p>Passenger Charter research</p> <ul style="list-style-type: none"> Initial project aims to understand the role of the Charter, and to what extent it is effective. Will involve desk research into consumer rights within and outside of rail, plus expert interviews. Successful set-up meeting held between PF/DfT/ research agency on 4 March. 			
PM2.1	RAIL <ul style="list-style-type: none"> Provide passenger input to long-term planning processes Monitor safety and political developments that may impact on passengers Set up a passenger panel to advise on HS2 Encourage industry transparency 	<ul style="list-style-type: none"> Presented at RDG's Planning Oversight Group setting out passenger priorities for improvement and aspirations. (13 Jan). Follow up meetings re punctuality research. Submission on the Anglia and Wessex route strategies 	<ul style="list-style-type: none"> Joint Passenger Focus/ORR research commissioned to examine passenger's attitudes to punctuality, and the trade-offs with capacity and journey time. Also, to refresh work carried out in 2010 looking at the relationship between actual punctuality and passenger satisfaction. Both are designed to inform the next HLOSs and the targets ORR sets for Network Rail 2019-2024 Work in progress to finalise the HS2 magazine for publication as well as the PowerPoint slides for launch on Passenger Focus website. Publication will now happen post-election. 		MH
PM2.3	BUS <ul style="list-style-type: none"> Work with authorities on local schemes designed to improve services, for example: <ul style="list-style-type: none"> Better Bus Areas Quality contracts Work with operators and authorities in three target areas to understand non-users and identify proposals to encourage greater use of bus services Changes to bus services: <ul style="list-style-type: none"> Improve passenger consultation and information Refresh tool kit Examine the process for adding/removing services 	<ul style="list-style-type: none"> Demand Responsive Transport / Community Transport – Research underway in in three areas who have agreed to assist - Suffolk, Worcestershire and Hampshire. 	<ul style="list-style-type: none"> Report on driver training. Fieldwork/visits complete - draft completed. Produce specification for project looking at level of communication when adding/removing bus services from the timetable - likely to be Qtr1 2015-16 <ul style="list-style-type: none"> Demand Responsive Transport / Community Transport – Research will continue throughout March 2015 and we aim to publish findings in the summer 2015. 		MH

3. Working to improve the passenger experience

Ref/Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PAX4	Key objective <ul style="list-style-type: none"> Use our Bus Punctuality Project to refocus the bus industry, local government and Traffic Commissioners 	<ul style="list-style-type: none"> Responded to triennial review of Senior Traffic Commissioner role (30 January 2015) Responded to Senior Traffic Commissioner's final observations on the further revision of draft guidance on bus punctuality (29 January 2015). Met with Senior Traffic Commissioner Feb 2015 and agreed outline plan for industry workshops in June and July to discuss our punctuality project 	<ul style="list-style-type: none"> Roadshows to be convened as part of next year's work plan. 	<ul style="list-style-type: none"> Delays in getting Traffic Commissioner's guidance meant de-coupling the publication of our report from the follow-up roadshows. 	MH

		and STC's new guidance. Final details of workshop programme to be agreed in April 2015			
PAX5	Key objective <ul style="list-style-type: none"> Make sure that rail passengers who have made an innocent mistake are not treated as criminals 	<ul style="list-style-type: none"> Update on Ticket to Ride published - 3 Feb. DfT also published consultation on Penalty Fares that addresses several of our key concerns. Good media coverage achieved. Recommendations taken up by RDG and Transport Minister for Wales. 	<ul style="list-style-type: none"> Respond to DfT consultation on Penalty Fares Follow up with key players being undertaken. 	<ul style="list-style-type: none"> Changing byelaws about strict liability requires legislative change 	MH
3.1.1	RAIL - Disruption <ul style="list-style-type: none"> Help industry understand the passenger perspective on disruption Reduce impact on passengers during disruption Look into passenger attitudes to punctuality 	<ul style="list-style-type: none"> Presented at Minister's PIDD summit - giving passenger views and priorities - and attended follow up seminar 10 February. Initial and final Reports submitted regarding the Christmas engineering overrun at Kings Cross and Paddington. Significant media engagement and follow up meetings. Evidence submitted to ORR as part of its review, subsequent meetings with GTR and East Coast. Correspondence and media surrounding London Bridge 'issues' Joint work – part funded by us and Network Rail – on research into passenger attitudes towards severe weather. Agency reported to NTF on 27/03/15 	<ul style="list-style-type: none"> Project funded by Network Rail, researching how suicides on the railway are/should be communicated to passengers. Research due to be debriefed 01.04.15 Investigation of passenger information quality around GTR City Thameslink train on 8 December. Information required received from GTR, analysis underway Stepping up our demands for high-level commitment to improve passenger information during engineering-related service disruption 		MH
3.1.2	RAIL - Retailing/fares <ul style="list-style-type: none"> Follow up the conclusions from the DfT's 'Fares and ticketing review Improve ticket retailing, including smartcards Work with ORR on its proposed ticket information code of practice 	<ul style="list-style-type: none"> ORR Market Study: addressed seminar (giving passenger perspective on effectiveness of the retail market) giving the passenger perspective on retailing), submitted formal response and provided informal comments on ORR research. Responded to ORR's formal consultation on Code Practice for Ticket information. Formal code launched 25 March Presented at Ministerial level summit on ticket vending machines - and followed initiatives with ATOC - this has allowed us to demonstrate many of the problems faced by passengers. Advance Purchase on the Day (APOD) tickets Cross Country pilot report issued 			MH
3.1.3	RAIL – Passenger rights <ul style="list-style-type: none"> Increase passenger/consumer rights awareness Look into the suitability of compensation regimes for season ticket holders who endure persistent delays Encourage greater transparency of performance data 	Consumer Rights <ul style="list-style-type: none"> Meeting with operators and ORR on complaints handling reporting and the new complaints handling guidance (CHP) for train operators DfT has confirmed that in the short term, rail operators will continue to work with Passenger Focus and London TravelWatch as now on unresolved passenger complaints. To comply with the ADR Directive, TOCs will be required to provide details of the residual ADR provider to consumers, but will not be required to use it. Working with DfT, ATOC will agree wording with TOCs to minimise any confusion for passengers. Longer term arrangements will be reviewed later in the year. Provided feedback to ScotRail and Crossrail on their draft new customer complaints handling procedures Commented on interim version of National Conditions of Carriage. Letters to Minister and industry about: <ul style="list-style-type: none"> a 'safety net' for season ticket holders experiencing frequent delays of under 30 minutes (for which delay repay never provides compensation) use of 464 to calculate the 'fare per journey' for a season ticket holder claiming delay repay (most train companies assume passengers go to work on Christmas Day and never take holiday!) 	<ul style="list-style-type: none"> Monitor progress of Consumer Rights Bill and identify opportunities Proposed full review of National Rail Conditions of Carriage (Autumn) 		MH

3.1.4	RAIL –Improved scores for TOCs through National Rail Passenger Survey results <ul style="list-style-type: none"> TOCs value the results and see them as an important measure of their success and their customers’ feedback on areas to improve TOCs with the lowest scores commit to an action plan to improve 	<p>Agreed action plans for improvement following a series of meetings with key staff at GTR.</p> <p>Meeting held with Southern and DfT around NRPS targets and penalties, with action plan agreed to use penalty funds against NRPS priorities.</p>	<p>Met with the following TOCs throughout February and March 2015 to discuss autumn 2014 NRPS results and subsequent action plan:</p> <ul style="list-style-type: none"> FGW Northern Southeastern Abellio Greater Anglia London Midland Southern ATW 	<p>Sufficient time to dedicate attention to a number of TOCs who require our dedicated assistance during a busy period</p> <p>Meeting booked with London Midland Head of Routes and Centro to dig deeper into poor performance and related action plans for improvement.</p>	DS
3.2.1	BUS <ul style="list-style-type: none"> Improve passenger experiences of disruption. Use existing research “<i>Bus passenger views on value for money</i>” to bring retail improvements <p>Maintain our work on smartcard developments Increase our bus profile</p> <ul style="list-style-type: none"> Greater understanding of our role Increased profile in the more local bus industry 	<ul style="list-style-type: none"> Took recent opportunity to brief several bus operators and local transport authorities, as part of BPS follow-up work, about our full range of bus policy, research and advocacy work <p>Smart-Bus</p> <ul style="list-style-type: none"> Norfolk Managed Service pilot – Published in March 2015 Bus Service Operators’ Grant Responded to service quality elements matrix with further refinements within our consultation submission Member of DfT working group on reform of Bus Service Operators’ Grant (BSOG). Contributed passenger research evidence into discussions to part of BSOG incentivising service quality improvements. Quality elements now compiled into matrix for forthcoming consultation 	<ul style="list-style-type: none"> Scope potential research on bus registration – 56 day notice 	Complete	DS
3.2.2	<p>Improved scores for operators through Bus Passenger Survey results</p> <ul style="list-style-type: none"> Bus industry and local authorities value the results and see them as an important measure of their success and their customers’ feedback on areas to improve Operators with the lowest scores commit to an action plan to improve More operators want to be included in the BPS 	<ul style="list-style-type: none"> First Group used 2013-14 BPS results to drive new customer care programme across their businesses including presentation of results and key themes at two conferences in July for all senior management BPS stakeholder review undertaken, consulting 26 stakeholders. Report produced with findings and recommendations for future stakeholder contact work Took out BPS results in February and March 2015 to brief a total of 92 authorities and operators and initiate plans to drive through improvements for passengers BPS publication event in Manchester attended by record number of key industry stakeholders and politicians 	<ul style="list-style-type: none"> BPS team (research + passenger team) meeting to plan implementation of stakeholder review findings and recommendations Further planning for taking out BPS in spring 2015 to refine prospective presentation content and provide support across the team for effective discussions 	<ul style="list-style-type: none"> Sufficient time to a number dedicate attention to specific operators and authorities Complete 	DS
3.3	ALL MODES - Make a difference locally <ul style="list-style-type: none"> passenger groups are empowered to work directly with operators and deliver local improvements for passengers 	<ul style="list-style-type: none"> Exchange newsletter is sent to 1000 subscribers around once a month to maintain engagement Draft strategy for future user group engagement produced, with options for more effective engagement through mix of work streams to support discussions on actions for 2015 work plan 	<ul style="list-style-type: none"> Final editing of draft strategy for user group engagement, including highlighting recommended actions for 2015 	<ul style="list-style-type: none"> Engaging sufficient interest/numbers from groups in some regions and meeting groups’ expectations of holding useful events 	DS

4. Promoting good practice in complaints handling and providing advice and advocacy

PAX6	Key objective <ul style="list-style-type: none"> Deal with some 3,000 rail ‘appeal’ complaints where companies and passengers are deadlocked. We will achieve over 70% satisfaction with the way we handle complaints 	<ul style="list-style-type: none"> Achieved 68% overall passenger satisfaction with our service in March 2015 and 76% overall the full year. Resolved 217 passenger appeals in March with an average resolution of 22 working days Over the full year we received 3249 appeals and resolved 2526. In addition, 489 appeals were not pursued by the passenger, and we chose not to pursue 119 cases As at 1 April 2015, the operators with the most active passenger complaint appeals are Abellio Greater Anglia, Northern Rail and First Great Western. 		Complete	
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		<ul style="list-style-type: none"> For the appeals we resolved in March 2015, the top comments raised by passengers were about complaints handling, fares, retailing and refunds and train service performance. 			
PM4.1	RAIL <ul style="list-style-type: none"> Handle 25,000 enquiries from passengers, intervene in 6,000 issues raised from complaints Engage proactively with TOCs to help improve first time complaint resolution Carry out in depth complaints reviews with up to four train companies Ensure the results of these reviews are understood and are acted upon Release complaints handling data 	<ul style="list-style-type: none"> Conducted a further follow up complaint handling review and will provide findings to the TOC in April. Following the resourcing issues earlier in the year, our call centre has recovered performance for March, exceeding our target of 85% calls answered in 20 seconds. Completed a further follow up complaint review with another train company in Q4 	<ul style="list-style-type: none"> Q4 data for resolved complaint appeals will be published in the data explorer in April. 		
PM4.2	BUS <ul style="list-style-type: none"> Work to increase the extent and awareness of bus passenger rights Develop and launch BPS data through a new open data tool on our website 	<ul style="list-style-type: none"> Raised issues regarding bus passenger rights through the passage of the Consumer Rights Bill Development of the BPS data explorer complete and launched at BPS publication event in Manchester. Funding for explorer entirely covered by DfT, CPT and PTEG 	<ul style="list-style-type: none"> Plan further programme of work with industry stakeholders to promote data explorer in 2015 		

5. Improving access to services for all passengers

Ref/ Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PM5.1	ALL MODES <ul style="list-style-type: none"> Follow up the rail "Passenger Assist" research Hold two meetings of the accessibility forum each year analyse NRPS and BPS to assess the views of those with disabilities Ensure that the views of those with disabilities are captured in our research projects Comment on and seek to improve operators' proposed Disabled People's Protection Policies Keep abreast of future technology to ensure we are knowledgeable and can react if needed 	<ul style="list-style-type: none"> Meetings with further TOCs to discuss their performance on Passenger Assist research. Additional meetings now held with Northern and Southern to discuss implementation plans Passenger Focus asked to join ORR working group to help identify the data that should be collected for monitoring DPPP Passenger Focus invited to join government-sponsored working group looking at dementia-friendly transport Revised DPPP documents for Abellio Greater Anglia, Thameslink Southern Great Northern and Essex Thameside franchises 	<ul style="list-style-type: none"> Ongoing meetings with other TOCs to discuss Passenger Assist research Accessibility Forum - New date is 29 April 2015 		MH

6. Increasing the influence of Passenger Focus through building trust in our work

Ref/ Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PM 6.1	COMMUNICATE <ul style="list-style-type: none"> Maintain an easy to use website - seek and publish feedback Publish a monthly newsletter 	<ul style="list-style-type: none"> 960 media mentions until 24 September Passenger Voice published each month Produced 27 CEO blogs Published Merseyrail rolling stock research 	<ul style="list-style-type: none"> Stakeholder strategy currently under review 		SN

	<ul style="list-style-type: none"> Maintain a 24 hour press office Increase awareness of our publications Increase access to and usefulness of our research data Publish proceedings and decisions of our Board and management team on our website 	<ul style="list-style-type: none"> Published NRPS Spring wave Published three reports in conjunction with Scotland visit: <ul style="list-style-type: none"> Transport integration in Scotland Passenger Priorities – Scottish cut Waverley Station Published the passenger trust/confidence research and arranged briefing sessions for journalists Published Passenger Information During Disruption research report Published Information Screens research report Produced and ensured the tabling of the Annual Report 2013-14 Responded to the DfT's announcement about the extension of our remit Responded to the July inflation figures and their implications for rail fares and the Chancellor's subsequent announcement Responded to request to provide advice on the Consumer Rights Bill to the Opposition frontbench Paper on Trust research presented at 2015 Market Research Society conference Published TPS Published Customer Reports research 			
PM6.2	TRACK <ul style="list-style-type: none"> Number of passengers we engage with through consultation, research and our contact team Stakeholders we have influenced Staff attitudes through an annual survey stakeholder views through a survey 	<ul style="list-style-type: none"> 34% of passengers contacted after resolving their complaint appeal case, have responded to our passenger satisfaction survey this year (April to January) 149,710 emails delivered between April and November through our external marketing tool; 92,311 emails opened; 27,610 clicks 			DS
PM6.3	REPORT <ul style="list-style-type: none"> four times a year in public at regional board meetings audit committee reports to the board monthly performance and financial reports annual published report on performance, activity and expenditure examine other ways to gather and report our effectiveness update our online data tool each quarter 	<ul style="list-style-type: none"> Q1 board meeting in London in September 2014 Annual report and accounts endorsed Workplan report to board endorsed Autumn 2014 National Rail Passenger Survey data was added to the data explorer on the day of publication in January 2015.. 			JC

7. Raising the awareness and impact of our work in Scotland and Wales

Ref/ Status	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success risks/issues	Owner
PM7.1	SCOTLAND <ul style="list-style-type: none"> continue to carry out NRPS on ScotRail and cross border services and use results to drive change explore possible further BPS and TPS in Scotland look at research into barriers to integrated transport ensure plans are in place and used to handle increased passenger journey and retain standards during Commonwealth Games 	<ul style="list-style-type: none"> HITRANS wish to redevelop Inverness station. Part of redevelopment plans to ascertain priorities of passengers at station by funding Passenger Focus to undertake survey Research on Glasgow Queen Street redevelopment complete - funded by TS/operator. Findings presented on 19 January in Glasgow Research agency appointed for research for Caledonian MacBrayne on ferry passenger survey - funded by Caledonian MacBrayne 	<ul style="list-style-type: none"> Ongoing discussions with both Abellio and Serco regarding Passenger Charter, DPPP and CHP Research brief to be agreed and finalised with HITRANS Winter resilience focus groups taking place in Scotland Ongoing participation in Glasgow Queen Street redevelopment as part of Glasgow Queen Street Area Passenger Forum - presenting research findings at next meeting 27 Feb. Results due to be published in March 	<ul style="list-style-type: none"> Research Team capability to meet and agree additional NRPS within time framework that Abellio wish to achieve Scope of research with Caledonian MacBrayne has altered/increased which may make the survey unmanageable as a single survey 	DS

	<ul style="list-style-type: none"> ensure research has Scottish element 	<ul style="list-style-type: none"> Serco have held meeting with Research Team (Caledonian Sleeper franchise) to discuss bespoke NRPS for Sleeper services. Looking at options to progress Abellio (new ScotRail franchise) wish to fund Passenger Focus to undertake two additional waves of NRPS each year. Met with Transport Scotland and bus operators to report on Autumn 2014 BPS. Meetings took place in February/March Met with MD of Edinburgh Trams to present 2014 TPS results 	<ul style="list-style-type: none"> Meeting arranged regarding Autumn 2014 TPS in Edinburgh to take place on 9 March 		
PM7.2	<p>WALES</p> <ul style="list-style-type: none"> continue carrying out NRPS on Arriva Trains Wales and cross border services and use results to drive change Explore possibility of BPS being carried out in Wales Ensure majority of rail research projects have a distinct Welsh element where relevant Take active role in Passenger Advisory Panel set up by Welsh Assembly 	<ul style="list-style-type: none"> Key stakeholder meetings; DfT/Welsh Gov. cross border rail forum, Network Rail/BTP community safety, ATW complaint-handling review Member of Welsh Government working group on SE Wales smart ticketing. Shared smart ticketing research with the group and putting the case for building around passenger priorities. Also provided and discussed wealth of passenger research with Welsh Government consultants around shaping future smart ticket developments Continued input to British Transport Police/Authority about their target to improve public confidence by 10%. Using NRPS, passenger priorities and other research as a discussion basis for recommending actions for contacting police and reporting passenger concerns New Public Transport Users' Advisory Panel has met, breadth of our research and specific examples of NRPS/priorities tabled and well received at first meeting. Good opportunities to build on this foundation in the future Met ATW senior team on 21 January for their in-depth report on wide-ranging actions taken following our recommendations about serious disruption in July 2014. Presented autumn 2014 NRPS results to ATW senior management. Will follow up on any action plan Responded to National Transport Plan consultation. Content focused on evidence from our research with Welsh passengers. 	<ul style="list-style-type: none"> Continue input to Public Transport Users' Advisory Panel, find opportunity to present our research in more detail at an early future meeting Continue input to Welsh Gov. smart ticketing group, including writing to raise concerns over apparent lack of passenger consultation and extremely short timescales Continue discussions with BTP and Authority on initiatives to support achieving target to improve public confidence by 10% Winter resilience research to include Wales Write to Welsh Government offering support and benefit of our research and seek closer working on Wales and Borders rail franchise, which changes in 2018; following announcements of: <ul style="list-style-type: none"> transfer of franchise ownership to Welsh Government funding for S.Wales main line and Valleys electrification forming of social enterprise company to advise and work towards setting up the new rail franchise Continue dialogue with ATW about implementation of improvements following NRPS results and actions on handling disruption. 	<ul style="list-style-type: none"> Lack of political support at Welsh Government level to fund another national BPS study Transport responsibility shifted from four consortia to 22 local authorities in April; task now to establish relations with emerging stakeholder authorities. Opportunities through responding to local transport plan consultations with our passenger research evidence Advisory Panel has now met, but need to keep momentum to ensure we have a continuing channel for communicating passenger priorities in Wales Need to strengthen our approach to Welsh Government to ensure passenger voice and priorities are at the heart of the new rail franchise process, specification and operation 	DS

	Target	April	May	June	July	August	September	October	November	December	January	February	March	YTD	Notes	
Passenger Team																
PAS1	Passengers satisfied with the service they receive	>70%	78.0%	81.0%	76.0%	61.0%	70.0%	76.0%	82.0%	72.0%	81.0%	83.0%	84.0%	68.0%	76%	
PAS2	Passenger evaluation forms returned	>20%	33.0%	37.0%	29.0%	30.0%	38.0%	36.0%	36.0%	39.0%	39.0%	26.0%	25.0%	29.0%	33%	
PAS3	Calls to Ventrice are answered within 20 seconds	>85%	76.0%	88.0%	89.0%	84.0%	84.0%	91.0%	87.0%	87.0%	86.0%	80.0%	81.0%	90.0%	85%	Due to increase in calls for other clients. Immediate action taken through quick recruitment and training - now back on track.
PAS4	Appeals acknowledged within five working days	>90%	73.0%	85.0%	83.0%	88.0%	79.0%	85.0%	90.0%	76.0%	63.0%	64.0%	60.0%	95.0%	78%	from Mar 15, cases are being acknowledged at the point of logging, rather than later by SPTA
PAS5	Appeals closed within 35 working days	>75%	82.0%	83.0%	80.0%	77.0%	82.0%	81.0%	80.0%	83.0%	86.0%	85.0%	82.0%	84.0%	82%	
PAS6	Enquiries closed within 35 working days	>90%	96.0%	95.0%	97.0%	87.0%	98.0%	95.0%	96.0%	96.0%	97.0%	98.0%	90.0%	88.0%	94%	
PAS7	Complaints about Passenger Focus	<01%	0.8%	0.4%	0.4%	0.9%	0.0%	0.0%	0.7%	1.5%	0.0%	0.4%	0.0%	1.7%	0.6%	

Resources Team																
RES1	Finance - Expenditure within 5% of budget	<05%	-1.7%	1.4%	0.4%	0.1%	0.3%	3.9%	4.9%	2.9%	5.5%	2.2%	1.5%	-3.2%	0.0%	
RES2	Finance - Invoices paid within 30 days	>95%	98.0%	100.0%	81.0%	100.0%	97.1%	97.4%	95.2%	97.7%	100.0%	100.0%	98.7%	98.2%	97.0%	
RES3	Finance - Expenses paid within 10 working days	>95%	96.7%	100.0%	82.0%	100.0%	76.7%	92.9%	100.0%	95.7%	80.0%	94.1%	91.3%	100.0%	92.4%	23 out of 302 claims missed the payment target. The average payment period to date is 6.2days
RES4	ICT - System availability	>95%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%					100.0%	Information from December is yet to be received
RES5	Unplanned absence	<3.4%	0.7%	1.1%	1.1%	0.3%	3.4%	6.3%	7.5%	4.0%	2.7%	2.5%	0.3%	3.6%	2.7%	Adjusted for long term absences the monthly figure is 1.4% and the year to date figure is 1.6%
RES7	Corporate induction completed within 30 days	100%	#N/A	#N/A	#N/A	#N/A	#N/A									

Chief Executives Team																
CEO1	Papers produced five w/days before meetings	>90%	100.0%	100.0%	50.0%	100.0%	n/a	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	85.0%	
CEO2	Minutes sent to Chairs within five w/days	>90%	100.0%	100.0%	50.0%	67.0%	n/a	50.0%	50.0%	100.0%	50.0%	50.0%	50.0%	100.0%	66.7%	
CEO3	Minutes agreed with no substantive amends	>90%	100.0%	100.0%	100.0%	100.0%	n/a	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	n/a	100.0%	
CEO4	One day turnaround for Members' expenses	>80%	100.0%	100.0%	100.0%	80.0%	0.0%	100.0%	75.0%	100.0%	75.0%	80.0%	80.0%	50.0%	78.3%	
CEO5	Upheld compliance incidents	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0	

RAG indicators

Too early to say	Good progress	On track	At risk
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