Board Meeting Paper		
Nov 12 BM 7.1		
Report for	Decision ☐	
	Information ☒	
Restricted or confidential Information?	Yes ☐	
	No ☒	
If confidential, protective marking[1]		
Date of Meeting	14 November 2012	
Agenda Item	7.1	
Report Title	Chief Executives work plan report for Q2 2012-13	
Sponsor	Anthony Smith	
Author(s)	See below (compiled by Matt Ayson)	

1. Chief Executives Overview (Anthony Smith)

Forward look - Quarter three 2012-13
- Finish off current work on franchise replacement priorities – this will continue to be of use to current operators and future bidders.
- Start to scope work on making Passenger Focus research and complaints work more easily accessible and useful via website.
- Scope out shape of smartcard research project being carried out on behalf of Department for Transport.
- Agree shape of rest of research programme in second half of year, including significant amount of bus passenger research – in accordance with already agreed work plan.
- Contribute to Brown review on franchise replacement.
- Re-start work with train companies to improve their complaints handling processes.
- Continue work on Ticket to Ride campaign on practices and processes surrounding Unpaid Fares Notices, including helping development of industry code of practice.
- Continue to monitor industry compliance with 12 week horizon on timetable planning.
- Focus on fare changes in run up to New Year changes.

Update – Quarter two 2012-13
- Re-assess franchise replacement work in light of Department for Transport decision on West Coast.
- National Passenger Survey and Bus Passenger Survey in field – over 55,000 passengers will fill in surveys about their last journeys.
- Bus punctuality project making strong progress.
- Passenger Focus spoke at six major industry conferences.
- An organisational review of progress against work plan deliverables was conducted and discussed at the September 2012 management team meeting. The final document is attached **(Nov 12 BM 7.4)** for information.

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[1] ie RESTRICTED plus COMMERCIAL / POLICY / STAFF / PERSONAL PROTECT

2. Research (Ian Wright) (see annex 7.2)

Update – Quarter two 2012-13

- Mixed blessings with regard to the team. One member of the team returned from maternity leave, initially on three days per week, but one other began a period of long term sick leave which at the time of writing is of undetermined length. Apart from the emotional impact on the team and others, it also necessitated immediate recruitment to cover the smart ticketing research programme.
- Fieldwork for the Autumn waves of NPS and BPS began in September.
- Joint research with NRES and ORR was undertaken to ascertain passenger preferences for how right time information for the rail industry should be put into the public domain to make it as useful and accessible as possible.
- Ian Wright spoke at the European Training Centre for Railways to a group of young European railways managers about the customer perspective.
- Ian Wright sat on the Department's steering groups for Social benefits of Bus research and Multi Operator Ticketing Guidance

Forward look - Quarter three 2012-13

- Murray Leader spoke at our research briefing on Bus Service Reductions.
- Ian Wright and Dan Taylor presented findings from our joint research with Network Rail to the National Stations Improvement Programme Board.
- Fieldwork for the Autumn waves of NPS and BPS will conclude.
- We are running a number of themed analyses using BPS data, which will result in short summaries to be published as standalone documents, but will also inform other research projects:
  - Anti Social Behaviour
  - Value for Money
  - Punctuality/Congestion
  - Disability
- David Greeno and Laura Mason, using NPS and BPS data respectively, presented at the Accessibility Forum.
- We appointed Louise Hall as Senior Research Adviser on an 18 month interim contract to manage the smart ticketing research programme, and Keith Bailey at the same level for six months to cover the long term sick leave in the team.
- Ian Wright spoke at the European Transport Conference twice: with Network Rail about our research on the potential released capacity from HS2, and with Oxera about concessionary pass holders using our BPS data.
- Ian Wright spoke at Travel 2020 about our Short and Tweet research. There is an accompanying article for New Transit magazine.
- We will advertise our new research Preferred Supplier List in November, and assess bids during December and in to the New Year
- We are taking part in an event with Go Ahead at the London Transport Museum to brief on the Futures project.
- We will conduct qualitative research to understand bus passengers' experiences of delays and service disruption, establish the impact on those who are delayed and to explore passengers' views about how bus companies can best provide information and advice when this happens.

- We will conduct qualitative research to understand what drives bus passengers' perceptions of value for money, including an in depth look at the views and experiences of younger passengers, a segment of increasing interest to many stakeholders. This may involve input from the Youth Parliament.

3. Communications (Sara Nelson)

Update – Quarter two 2012-13
- The Annual Report led to several pieces in the national and trade press regarding numbers of complaints about TOCs.
- In August the RPI fares announcement generated significant levels of media interest. Press office organised media interviews across all major broadcast outlets, and one spokesperson did more than 20 interviews for BBC regional stations.
- Following the fares announcement, Government announced that First Group had won the West Coast franchise. Press office handled a large number of media requests and interview bids.
- Research for the Thameslink and other franchises was published; press notice worked with trade reporters to get a spread in Rail magazine.
- New communications assistant was recruited and is settling in well.
- The search functionality issues on the website have now been sorted – the solution is in development phase and will be launched shortly.
- Anthony Smith and David Sidebottom have been taking part in the Radio Four *You and Yours* programme as part of a six-week look at rail franchising.
- A successful discussion event was held to launch the toolkit for reductions to bus services – this resulted in some trade coverage.

Forward look - Quarter three 2012-13
- Event and press notice for the Futures minisite/research – this will be led by Go-Ahead.
- Proactive media push to highlight work being done around passengers with disabilities.
- Possible joint event with ATOC to brief MP's on work being done around fares.
- Publication and press briefing for deep analyses of the BPS (on anti-social behaviour and value for money).
- Publication and press briefing on franchise research (Northern/TPE includes some work on devolution).

4. Resources (Nigel Holden) (see annex 7.3)

Update – Quarter two 2012-13
Human Resources
- Launch of replacement human resources system.
- Working with the Welsh assembly on Board member recruitment.
- Successful internal assessments and appointments:
    - Passenger team executive following a resignation
    - Senior passenger team adviser.
- Successful recruitment for:
    - Senior Research Adviser (18 month appointment) for Smart Ticketing project
    - Senior Research Adviser (6 month appointment) to provide cover for sick absence
    - Communications assistant intern (12 month appointment)

- o Passenger team assistant (6 month appointment).
- Corporate induction completed for new starters.

Facilities and ICT
- Relocation of the London office to Fleetbank House, together with relocation of the telephone switchboard to our hosted data centre. The physical move was successful but problems experienced with BT meant the London office was without telephones and data network for three weeks after the move.
- Using the government contracts we have transferred our mobile phone contract to O2.
- Published the transparency and accountability invitation to tender.

Finance
- A summary of expenditure to 30 September 2012 is shown in the finance report (Nov 12 BM7.3).
- Application submitted for a move to the Government banking service.

Forward look - Quarter three 2012-13
- Support for Welsh board member selection.
- Move to government appointed company Redfern Travel for hotel bookings.
- Transition of mobile phones service to O2.
- Award contract for Transparency and accountability project.
- Procurement advice and support for research framework retender and call centre contract retender.
- A second outturn review budget holders to ensure costs will remain within the agreed funding for the year.
- Transition of banking services to the Government banking services.

5. CEO Team (Jon Carter)

Update – Quarter two 2012-13
Board recruitment
- Interviews took place for up to six GB appointments to be made in two tranches (2012/2013) with the shortlist of 18 agreed with the Secretary of State on 12-14 September. The interview panel comprised Nick Bisson, Director of Rail Policy at DfT, Colin Foxall, and Sue Young, the independent assessor. We are awaiting a response on the recommendations submitted to the Secretary of State.
- We have concluded a services agreement with the Welsh Government to manage the process of appointing a Welsh board member with effect from April 2013. The campaign went live on 5 October.

Board and governance programme
- A quieter period for the Board. The Board met informally in July and informally and formally in September. The Audit Committee met in July, and the Management team met in July, August and September.

Annual report and accounts 2011-12
- The annual report and accounts were laid in the House of Commons and at the Scottish Parliament on 10 July.

Key performance indicators (KPI's)

- Team business performance remained good with all KPI's on target.

Business and project management

- A cross-organisation review of business plan deliverables was conducted by Matt Ayson and concludes with a report to the November Board.
- The updated project framework arrangements, which bring greater scrutiny and transparency to our project management and link them directly with finance and accounting, are now fully operational. An overview is provided to each meeting of the Audit Committee.
- The staff awayday took place in Manchester on 26 and 27 September and was masterminded by Anne Dawson, who also dealt with many of the arrangements for the move to Fleetbank House which happened concurrently.

Forward look - Quarter three 2012-13

- We expect new GB Board member appointments to be announced at some point during this quarter. Induction and other similar arrangements are being planned. It is hoped the Chairman will be able to nominate one new member to join the Audit Committee immediately.
- The Welsh Board member campaign ends on 26 October with shortlisting scheduled for November and interviews in January.

Passengerfocus
putting passengers first

Type of Research & Objective	Methodology	Agency	Report Published	Key findings/Next steps	Stage	Research Owner
Northern TPE reseach (qualitative looking at passenger expectations	Qualitative focus groups	Continental	End of september	Report currently being finalised before sending to comms	Reporting	Laura
Right Time research	Qualitative groups, as well as depth interviews with disabled passengers	Contiental	TBC	Research comissioned, recruitment started, first group on 13th	Reporting	Laura
Future trends research	Desk research and focus groups	Flamingo	November	Report currently being finalised for microsite to be launched mid November	Reporting	Laura
Rail fares and ticketing study	Desk research and industry interviews in 10 markets in Europe and beyond (joint work with ATOC)	MVA	June	Finalising report	Reporting	Ian
Smartcard Research	Focus groups and depth interviews with south east commuters. To understand passenger views of and needs for smartcard ticketing, as well as other new ticketing solutions.	GfK NOP	TBC	*Report being reviewed	Reporting	Louise
Analysis of BPS 2011 results - Antisocial behaviour topic	Data analysis	Not applicable	Expectation is November	Analysis complete, word doc written, final document being designed.	Reporting	Murray
Analysis of BPS 2011 results - Value for Money topic	Data analysis	Not applicable	To be completed after the Punctuality report	Conduct analysis of BPS autumn wave data		Murray
Analysis of BPS 2011 results - Punctuality topic	Data analysis	Not applicable	Target launch date is mid December	Analysis being conducted	Reporting	Murray
Bus Passenger Survey - autumn 2012	On bus issued self completion survey	GfK NOP	Mar-13	Boost funding secured Survey will be undertaken in 22 Local Transport Authority areas. Target of 25,000 responses. Fieldwork started 23rd September. Publication plans being drawn up	In-field	Murray
Bus Disruption	Qualitative research - consists of focus groups and mini depths with disabled/staff members from bus operators.	BDRC continental	Feb-13		Set-up	Sultana

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Nov 12 BM 7.3		
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	Information ☒	
Restricted or Confidential Information ?	Yes ☐	
	No ☒	
If confidential, protective marking		
Date of Meeting	14 November 2012	
Agenda Item	7.3	
Report Title	Finance Update – 30 September 2012	
Sponsor	Anthony Smith	
Author (s)	Nigel Holden	

1. Summary

The Report is extracted from the detailed Management Accounts.

The net operating cost budget for 2012-13 was £4.8 million plus funding of £100,000 for the Accountability and Transparency project giving a total budget of £4.9 million. This includes the National rail passenger survey budget of £865,000 and the National bus passenger survey budget of £235,000.

Net operating costs the six months was £1,771,000 against the forecast of £1,809,000, a favourable variance of £38,000. The expenditure does not include transition costs.

Expenditure on the National rail passenger survey (NRPS) for the period was £133,000 against the forecast of £135,000, a favourable variance of £2,000. The National bus passenger survey (NBPS) shows a credit of £1,000 for the period because the provision for costs at 31 March 2012 was slightly higher than the amount invoiced.

In addition to the operating cost budget we had a budget of £460,000 for Transition costs which includes costs for the London office relocations plus the additional Rent costs for Drummond Gate pending the move and Recruitment costs for board members.

Transition costs in the period were £257,000 against the forecast of £260,000 a favourable variance of £4,000.

The Department for Transport have confirmed agreement to fund Smart card ticketing research at £400,000 per annum. As the profiling of this income stream has not yet been confirmed the forecast and budget has not yet been amended to reflect this. Expenditure of £37,000 has been incurred in the period.

2. Recommendation or decision required

Following review of the quarterly report by the Audit Committee the Board are asked to note:
- The net expenditure for the year to date of £1,771,000 against a forecast of £1,809,000
- NRPS Costs for the six months were £133,000, and the annual budget is £865,000. The costs for NBPS reflect an adjustment in the period for an overprovision of £1,000 in the anticipated NBPS costs at 31 March 2012 and no further costs to date have been incurred on the NBPS as the survey takes place in the second half of the year.
- Transition costs were £257,000, and include costs for the Website refresh of £6,000 which can be accommodated within the overall Transition budget.
- The budget review took place in August and forecasts have been updated to reflect the current plans for the year.

3. Further details

The management accounts summary below provides a breakdown of costs.

4. Implications - Financial, Risk, Legal, Staffing, Equalities

The financial and risk implications of the paper are shown in the Summary in Section 5, and there are no Legal, Staffing, Personal Data or Equalities implications arising from this paper.

5. Background information

The financial summary below is taken from the management accounts for the period.

The forecast outturn is largely the same as the budget for the year but has been updated to reflect the projects approved in the period.

FINANCIAL REVIEW

£000	Year to Date			Full Year		
	Actual	Forecast	Variance	Forecast Outturn	Budget	Variance
Income	101	100	1	100	100	-
Expenditure						
Fixed pay	1,184	1,186	2	2,480	2,492	12
Fixed overheads	329	332	3	618	619	1
Variable overheads	132	158	26	364	363	(1)
Total running costs	1,645	1,676	31	3,462	3,474	12
NRPS	133	135	2	865	865	-
NBPS	(1)	-	1	235	235	-
Other research and project costs	95	98	3	438	426	(12)
Total Project costs	227	233	6	1,538	1,526	(12)
Total operating costs	1,872	1,909	37	5,000	5,000	-
Total net operating costs	**1,771**	**1,809**	**38**	**4,900**	**4,900**	**-**
Transition	257	260	3	460	460	-
Smart Card Ticketing	37	-	(37)	-	-	-
Total expenditure	**2,065**	**2,069**	**4**	**5,360**	**5,360**	**-**

COMMENTARY

Operating costs

1. Fixed pay costs includes staff pay and members fees. The costs to date are largely in line with budget. The forecast outturn has been updated to reflect the cover arrangements for the two members of staff currently on maternity leave and as a result shows a positive variance of £12,000 against budget.
2. Fixed overheads includes costs for premises and contracted costs for IT support and Audit services. The costs to date are in line with the budget.
3. Variable overheads costs to date are £26,000 below budget as costs for travel and subsistence, together with media press cuttings services, have been lower than anticipated to date. The favourable variances will be used to fund additional activities.
4. Project costs for the period are in line with the budget for the period. At 30 September there is £142,000 of the project budget uncommitted and the Management Team are identifying priorities for the remainder of the year to utilise the remaining project budget.

Transition

5. Transition costs to date represent costs for the Website refresh and cost for preparation for the London office move and are in line with the forecast.
   The budget for Transition costs includes rental costs for Drummond gate for the period from 1 July 2011 when the Fleetbank House lease begins until 30 November 2012 when the Charities Commission take over our Drummond Gate lease, as well as the costs for the move.
   The Transition cost budget also includes £40,000 to cover the costs of Board recruitment activity on behalf of the Department in the current year.

Smart Ticketing

6. The Department has agreed to provide funding of £400,000 per annum for Smart card ticketing research but as the profile of the income stream has not been confirmed budgets have not yet been updated to reflect this. Costs of £37,000 have been incurred to date and although this is currently showing as negative variance once the budgets have been updated this variance will be corrected.

COSTS BY DIRECTORATE

£000

	Year to Date			Full Year		
	Actual	**Forecast**	**Variance**	**Forecast Outturn**	**Budget**	**Variance**
Passenger issues team	187	189	2	478	393	(85)
Press and communications	103	112	9	243	217	(26)
Research	153	157	4	349	349	-
Passenger team	296	294	(2)	572	630	58
Passenger contact team	128	141	13	317	238	(79)
CEO and Corporate Governance	164	168	4	602	719	117
Resources	509	512	3	1,008	1,004	(4)
Board	99	101	2	231	250	19
Total costs	1,639	1,674	35	3,800	3,800	-
NRPS	133	135	2	865	865	-
NBPS	(1)	-	1	235	235	-
Total net operating costs	1,771	1,809	38	4,900	4,900	-
Transition costs	257	260	3	460	460	-
Smart Card Ticketing	37	-	(37)	-	-	-
Total costs	**2,065**	**2,069**	**4**	**5,360**	**5,360**	**-**

1. The costs for the teams represent their direct costs and do not include any allocation of overheads.
2. Costs to date for the Passenger Issues Team are in line forecast. The forecast outturn for the year is higher than the original budget due to the transfer of project funds from the central project budget
   The costs for Press and communications team are lower than budget as expenditure on media press cutting services has been considerably lower than budgeted due to changes in the distribution or press cuttings introduced to save money. The forecast outturn is higher than the original budget due to the transfer of project funds from the central project budget
   Research team costs are in line with the forecast and the outturn is forecast to be in line with the budget.
   Passenger Team costs to date are in line with the forecast, and the forecast outturn is significantly lower than the original budget because the costs for providing maternity cover in the team are lower than budgeted. The favourable variance in being used to offset additional costs for the Passenger contact team due to the increased workloads.
   Passenger contact team costs to date are lower than budgeted because the budget included provision for overtime in the period which has not been fully utilised. The forecast outturn is higher than budgeted because the additional fixed term staff have been taken on to deal with the higher workloads. The additional costs are being funded from the favourable variances on the Passenger team and other budgets
   CEO and Corporate Governance costs are in line with the forecast. The forecast outturn is lower than the original budget because project funds have been transferred from the central project budget to the Passenger issues team and Communications team budgets.
   Resources team costs are in line with the forecast and the budget for the year.
   Board costs to date are in line with the forecast to date, but the forecast outturn is lower than the original budget due to the later than assumed appointment dates for new board members.
3. Transition costs to date are slightly higher than forecast because the costs for the Website refresh were slightly higher that those provided at 31 March 2012. The unfavourable variance can be covered by anticipated favourable variances in the other transition budget headings.

Summary

Total costs to date are £2,065,000 and are £4,000 lower than forecast and budget and it is anticipated that costs will remain within the allocation of £5,360,000 for the year

During August the forecast was reviewed and updated to reflect the plans for the remainder of the year. A further review is planned in November.

The main risks to the outturn are:
   The Department has agreed to provide funding of £400,000 per annum for Smart card ticketing but as we are already half way through the year it may prove challenging to commit all of the funding before the end of the financial year. To manage this risk we will discuss with the Department the phasing of our work and funding requirements for the remainder of this year.
   The resources available to complete our programme of work for the year, especially in the research team. This is being partly mitigated by recruiting two additional research staff on fixed term contracts to help deliver the plans

Work plan 2012-13 – midyear progress review (as at 21 September 2012)

RAIL	
Passenger Satisfaction	
What we said we would do	• Rail National Passenger Survey - benchmarking, understanding and driving change. We will continue to drive improvements for passengers and understand their needs. This will include our ability to extract information about the experience of passengers with disabilities and younger passengers. There is potential for a revised questionnaire and methodology.
What we have done to date	• Spring 2012 wave of NPS published with significant media coverage. • Work with bidders and the DfT to ensure NPS appears in new rail franchises as a measure of performance – developed proposals for methodology for enhanced NPS assessments for Great Western, Essex Thameside, Thameslink, Southeastern and East Coast franchises. • Engaged with TOCs showing poor NPS performance (by exception), developing and monitoring actions plans where necessary.
What we plan to do next	• Publish autumn 2012 wave of NPS. • Continue to work with TOCs on improving NPS performance and developing action plans where necessary. • Gather disability data to help inform disability groups.
Punctuality	
What we said we would do	• Continue to make the case for increased publication of route based data to drive accountability. • Publish more route based NPS data.
What we have done to date	• Commissioned research with the ORR into passenger's preferences with regards to the publishing of 'right time' route based punctuality data – Focus groups have begun. • Presented to the National Task Force regarding disaggregation and 'right time'. • Provided press release statement on disaggregation of performance data. • Presented the case for increased publication of route based data with franchise bid groups. • Presented the case for increased publication of route based data in franchise submissions to the DfT and in strategy consultations on command paper.

	• Various meetings held with the DfT and industry. They have started to publish route based punctuality and are committed to publishing 'right time' data.
What we plan to do next	• Publication of 'right time' route based punctuality data research project. • Focus will shift towards the creation of a searchable database for route based punctuality data. • Consider the utility and cost of obtaining NPS results at a more localised level.
Disruption	
What we said we would do	• Help industry understand the passenger perspective on disruption management. • Work with the industry to reduce the impact on passengers during planned disruption. • Influence improvements to the way the industry keeps passengers informed during unplanned disruption.
What we have done to date	• Published 'short and tweet' research into the passenger's perspective on the industries use of social media. • Held research briefing for 'short and tweet' that attracted a large number of industry social media practitioners. • 'Short and tweet' article written and published in New Transit magazine. • Completed research into passenger experiences during planned engineering works – awaiting publication. • Worked with the ORR in making an enforced license obligation for the provision of disruption management information. • Held stakeholder workshops with the industry on disruption management. • Began work to establish a consultation mechanism with Network Rail on planned disruption activities. • PIDD road show held with industry to promote the value of information during disruption. • Input into the passenger information strategy groups development of best practice guidelines. • Published 'high winds' report. • Liaison with individual operators to reduce the impact of planned disruption at a local level (by exception). • Provided significant media comments on engineering works during bank holiday weekends - including response to disruption problems encountered during the Queens Jubilee celebrations.
What we plan to do next	• Hold second 'short and tweet' research briefing. • Publish research into passenger attitudes experiences during planned engineering works. • Desk based research on winter disruption (weather permitting). • Letter to be sent to the industry summarising what Passenger Focus has done with regards to disruption management and what is required going forward.

Fares, ticketing and value for money	
What we said we would do	• Provide major input to fares review. • Press for improvements to retailing including more consistent application of unpaid fare notice rules. • Continue to comment on ticket office closure proposals. • Bring about improvements to retailing – including work on smartcard developments.
What we have done to date	• Published 'ticket to ride' report with significant media coverage. • Discussed 'ticket to ride' report with ATOC who have agreed to create and publish a new code of practice • Held 'fact finding' meeting with the BTP and operators on application of unpaid fare notice rules. • Collated examples through passenger contact of poor TOC practice with regards to unpaid fare notices which helped to inform 'ticket to ride' work. • Work with East Coast towards taking a more proportionate approach to passengers who forget rail cards. • Provided input to the fares review with a significant amount of Passenger Focus references being included in the final report. • Published Passenger Focus's response to the fares review. • Provided commentary on announcement of January fare increases which resulted in significant media coverage. • Encouraged user groups to input into fares review and provided support to several user groups (on request). • Publication of research into South Eastern rail passenger's views and needs with regards to smartcards and other ticketing solutions. • Additional funding approved by DfT (£400k) to develop and monitor smart card ticketing pilots. • Completed international fares and ticketing desk research (in collaboration with ATOC) to inform debate about the evolution of fares and ticketing in Great Britain – awaiting publication. • Provided input to ATOC with regards to new ticket design. • Developed policy guidelines on ticket office closure proposals. • Responded to a number of media enquiries regarding ticket office closures. • 'What passengers think about rail staff' report has been written and is awaiting publication.
What we plan to do next	• Provide input and formal comments on ATOC's code of practice for unpaid fare notices. • Monitoring progress of Passenger Focus's recommendations included in the fares review and push for their

	• inclusion in future franchises.
	• High amount of media responses expected for Januarys fare rises.
	• Develop scope and implement project plan for smartcard ticketing projects as funded by the DfT.
	• Publication of international fares and ticketing desk research (in collaboration with ATOC).
	• Publish 'What passengers think about rail staff' report.
Industry long term planning	
What we said we would do	• Work with bidders and the Department for Transport to improve franchise specification and bids based on original passenger research.
	• Provide passenger input to long term industry planning processes with particular attention paid to boosting capacity.
	• Improving and commenting on Disabled Persons Protection Policies.
What we have done to date	• Liaison with DfT and bidders on Great Western, Essex Thameside, East Coast, Thameslink, Southern, Great Northern and Southeastern franchises.
	• Encouraged user groups to input into franchise consultations and provided support where necessary – assisted the DfT in holding user group consultation workshops.
	• Published rail franchise replacement research for Thameslink, Southeastern and Northern/TPE.
	• Submitted initial and formal consultation responses for Great Western, Essex Thameside, Thameslink, Southeastern and East Coast franchises.
	• Initial discussions held with the DfT on the Greater Anglia franchise.
	• Initial discussions with Transport Scotland on next Scottish franchise.
	• Submitted response to Transport Scotland's Rail 2014 consultation document.
	• Provided media commentary on West Coast franchise being awarded to First.
	• Engaged with PTE's/TfL on devolution.
	• Provided input to HLOS process and command paper.
	• Completed analysis of NPS disability data to help inform disability groups – awaiting publication.
	• Newsletter distributed to disability groups.
	• Provided media response to IPPR report into 'The War on Motorists: myth or reality? '
	• 'Futures' research completed – online presentation and short summary document developed

	• Gave evidence to Welsh Affairs Select Committee on cross-border connectivity
What we plan to do next	• Continued liaison and influencing with DfT and bidders on Great Western, Essex Thameside, Thameslink, Southeastern and East Coast franchises (currently on hold pending DfT franchising review). • Publish research on Northern/TPE franchise. • Potential desk research into Greater Anglia franchise requirements. • Continued liaison with Transport Scotland on next Scottish franchise and Rail 2012 consultation. • Publication of analysis into NPS disability data to help inform disability groups. • Host forum for disability groups to discuss current issues. • Arrange 'Futures' research launch event with Go Ahead.
Complaints handling	
What we said we would do	• Handle some 15,000 enquiries from passengers and intervene in some 6,000 issues raised in 2,500 rail appeal complaints. • Achieve at least 70% passenger satisfaction with how we handled complaints.
What we have done to date	• Received 3028 enquiries since 1 April 2012 • Received 1483 appeal complaints since 1 April 2012. • Currently achieving 85% passenger satisfaction since 1 April 2012. • Work has begun on transparency project to provide passenger contact data through Passenger Focus's website • Distributed letters to selected operators outlining complaint performance for 2011-12 and highlighting issues. • Engaged with selected operators to discuss complaint performance for 2011-12 and highlight issues. • Developed an action plan with East Coast to decrease the number of appeals currently being received – monitoring of progress and liaison continues. • Improved the passenger satisfaction process resulting in improved response rates and the capture of more data • Published annual report and received media interest with regards to East Coast's complaints figures. Also picked up by several other consumer groups such as Which, etc.
What we plan to do next	• Implementation of transparency project to provide passenger contact data through Passenger Focus's website. • Potential TOC complaints handling review project (with ORR) to understand how complaints are handled in order to develop a best practice methodology. • Develop action plans with TOCs that have seen an increase in appeals (similar to work with East Coast)

BUS	
Passenger satisfaction	
What we said we would do	• Bus Passenger Survey - benchmarking, understanding and driving change. We will continue to drive improvements for passengers and understand their needs. This will include our ability to extract information about the experience of passengers with disabilities and younger passengers. The research will be done in two waves, spring and autumn. We will seek to secure a three year funding agreement from the DfT and significant match funding through stakeholders.
What we have done to date	• Published spring 2012 wave of BPS for Centro. • Published spring 2012 wave of BPS for Go Ahead. • Presented spring 2012 wave of BPS to operators and local authorities. • Engagement with operators and local authorities to understand how they use BPS to gather good examples which can be used to help secure further match funding for future waves. • Made available online BPS analysis tool (Dapresy) with included verbatim comments. • Obtained DfT approval and completed tendering for 3 year agency contract for BPS. • Engaged with bus operators and local authorities to secure almost 50% match-funding for the autumn 2012 wave of BPS (total - £178k). • Using Spring 2012 BPS results, provided evidence to the youth transport select committee on issues facing younger passengers • Field work has begun for the autumn 2012 wave of BPS for 22 separate areas. • Article in Transport Times on young people's satisfaction with bus services.
What we plan to do next	• Ongoing liaison with operators and local authorities who have provided BPS match funding. • Publish autumn 2012 wave of BPS. • BPS analysis of passenger satisfaction for six themes covering: anti-social behaviour, punctuality, disability, value for money, design and bus drivers. All will be separate publications. • Preparations for 2013 including seeking joint funding.

Punctuality	
What we said we would do	• Use the findings from the Bus Punctuality Project to improve bus timekeeping. • Push for requirements that operators publish punctuality data.
What we have done to date	• Identified areas and routes for bus punctuality project, which has been agreed by operators/PTE's and is currently in data gathering stage – total of 19 routes across five local authorities with whom we are working directly and a further ten in PTE areas. • Held direct discussions with operators in Derby, Hertfordshire and Southampton on bus punctuality project. • Set up and held fourth meeting of the bus punctuality project steering group. • Provided bus punctuality project progress report to the Bus Partnership Forum chaired by the Minister.
What we plan to do next	• Continue to work with bus punctuality project partners in five case study areas and six PTE areas to analyse punctuality data and develop action plans. • Hold fifth and sixth meetings of the bus punctuality steering group. • Produce report on stage one of the bus punctuality project for discussion at bus partnership forum.
Disruption	
What we said we would do	• Help industry understand passenger perspective on disruption management. • Bring about specific improvements to the quality of bus industry disruption management and information.
What we have done to date	• Work has begun on bus passenger information during disruption research.
What we plan to do next	• Finish and publish bus passenger information during disruption research.
Fares, ticketing and value for money	
What we said we would do	• Research to probe bus passengers' views on value for money. • Bring about improvements to retailing – including work on smartcard developments.
What we have done to date	• Developing scope for bus passenger views on value for money research. • Bus fares index – developing potential list of fares to check. • Additional funding approved by DfT (£400k) to develop and monitor smart card ticketing pilots. • Inclusion in DfT project Board for the development of multi operator ticketing for buses.
What we plan to do next	• Bus passenger views on value for money research to be conducted. • Develop scope and implement project plan for smartcard ticketing projects as funded by the DfT. • Provide input to DfT project Board for the development of multi operator ticketing for buses.

Industry long term planning	
What we said we would do	• Work with Passenger Transport Executives and urban local authorities on plans to improve bus passenger services including quality partnerships.
What we have done to date	• Developed policy guidelines for quality bus contracts/partnerships. • Responded to Sheffield bus partnership which was well received by PTE's.
What we plan to do next	• Develop template response (based on rail franchise model) to address passenger issues for bus quality contracts/partnerships as required. • Respond to Nexus bus strategy. • Publication providing analysis of BPS disability data to help inform disability groups.
Service changes	
What we said we would do	• Publish Passenger Focus guidelines on service change consultation – work with some council's to improve quality of consultation.
What we have done to date	• Developed Passenger Focus guidelines on bus service change consultations – awaiting publication • Published and distributed research into the impact of reductions to bus services.
What we plan to do next	• Publish impact of cuts to bus services report. • Publish Passenger Focus guidelines on bus service change consultations. • Follow up on research into the impact of reductions to bus services – was it useful to stakeholders. • Discussions with Age UK and DEFRA on our Bus Passenger Survey and Reductions to Bus Service research reports
Complaints handling	
What we said we would do	• Continue our work with the Bus Appeals Body improving the quality of the handling of bus appeal complaints.
What we have done to date	• Continued liaison with BUUK and Bus appeals body. • Recommendations on enhanced publicity implemented, resulting in significant increase in appeals to Bus Users UK; additional complaints handling staff have been recruited which is funded by the industry. • Discussions continuing with Bus Users UK and Bus Appeals Body on implementation of outstanding recommendations, including informing stage 1 complainants of their right of appeal, prevent reoccurrence of same problems and informing campaigning.
What we plan to do next	• Implementation of outstanding recommendations and final report to Department.

COACH	
Passenger satisfaction	
What we said we would do	• Coach Passenger Survey - benchmarking, understanding and driving change. This will include our ability to extract information about the experience of passengers with disabilities and younger passengers. Potential for groundbreaking quantitative research on satisfaction heavily funded by industry.
What we have done to date	• Developed and submitted proposal to National express for a Coach Passenger Survey pilot scheme – awaiting a response. • Attendance at National Express passenger panel meetings.
What we plan to do next	• Coach Passenger Survey pilot scheme to begin if agreed by National Express.
Fares, ticketing and value for money	
What we said we would do	• Bring about improvements to retailing – including work on smartcard developments.
What we have done to date	
What we plan to do next	

TRAM	
Passenger satisfaction	
What we said we would do	• Tram Passenger Survey - benchmarking, understanding and driving change. This will include our ability to extract information about the experience of passengers with disabilities and younger passengers. Potential for new work co funded with PTEs and tram operators.
What we have done to date	• Developed and submitted proposal to Centro for a Tram Passenger Survey pilot scheme – awaiting a response
What we plan to do next	• Tram Passenger Survey pilot scheme to begin if agreed by Centro.
Fares, ticketing and value for money	
What we said we would do	• Bring about improvements to retailing – including work on smartcard developments.
What we have done to date	
What we plan to do next	

OPERATIONS (What have we done to date)	
Passenger Issues team	
Safety	• Monthly reports developed and circulated • Provided input and response to safety committees and complaints team
Europe	• Monthly reports developed and circulated • Intelligence gathering
Stations	• NSIP research currently being conducted – to be published in Q3/4
Red Tape Challenge	• Anthony is on red tape challenge steering group • Provided comments on conditions of carriage to the DfT
Consultations	• Provided responses to a number of consultations (as necessary)
Passenger Team	
Stakeholder engagement	• Chaired and attended train operator passenger panels and stakeholder events (Chiltern, ScotRail, First Great Western, Southeastern) to highlight recent research and update them on more general Passenger Focus work • Provided the various transport consortia in Wales with written updates on our work for passengers • Stakeholder mapping workshops and analysis across the organisation – outcomes used in the development of the stakeholder engagement strategy. • Developed draft stakeholder engagement strategy for discussion at the Sept 12 MT meeting – if approved this will be implemented in Q3/4
User group engagement	• Completed user group workshop sessions (eight since January 2012) – established future working relationships? How can Passenger Focus support them going forward? • Improved access to information through 'user group' section of website • Distributed 'Exchange' newsletters to all user group CRM contacts • Updated user group contacts on CRM and encouraged the use of email for further communications. • Work has begun on the production of guidance documents to be published on the website (as agreed during the workshops). • Another publication of 'Exchange' is planned for later in the year, along with a second round of workshops
Passenger panels	• Assisting the creation of passenger panels to work with bus and rail operators/authorities in providing solutions to passenger issues.

CRM	• Successfully merged the stakeholder and passenger contact CRM systems • Trained FirstCall on the use of CRM • Integrated CommuniGator with CRM and trained selected staff on how to use it. • Integration of CRM and the website has begun. • Successful annual cleanse of CRM • Currently developing a third party interface for CRM to allow third party analysis of complaints data.
First Call	• Call centre retender to take place in December with the contract being selected in March 2013.
Website	• Assisted the communications team in developing and launching the new website • Created an automatic postcode/address finder on the website and CRM • Work has begun on creating a user group forum on the website
Consultations	• Provided responses to timetable, land sale and station development consultations as necessary
Project framework	• Worked with CEO team and resources on reviewing the project framework and aligned it with our accounting, budgeting and reporting processes.
Research Team	
Research framework retender	• Workshops/meetings held with advisors • Replacement retender framework has been finalised – due to be advertised in October, assessed in December and awarded in January 2013.
Staff attitude survey	• To be redeveloped and conducted in Q4
Twitter	• Laura has provided Twitter support to the Communications team
Data visualisation	• Made available online BPS analysis tool (Dapresy) with included verbatim comments.
Communications Team	
Passenger Voice	• Published and distributed one Passenger Voice Nationally. Three more versions to be published by the end of the year.
Social media	• Passenger Focus's Twitter account currently has 1261 followers. 123 tweets have been sent since 31 March. • Facebook page developed to support 'ticket to ride' campaign. • Continued to update and monitor Anthony's blog.

Press office/media	• Maintained 24 hour press office. • Arranged media interviews and commentary as necessary. • Provided daily press cuttings internally to the organisation. • Further internal media training to be arranged for Q3/4.
Website	• The website was re-launched in early June – work continues on fixing snagging issues and will shortly be scoping the second phase of the overhaul.
Communications strategy	• Developed draft communications strategy for discussion at the Sept 12 MT meeting – if approved this will be implemented in Q3/4.
CRM/CommuniGator	• Working with passenger team to provide targeted communications with stakeholders and the logging of engagement. • Strategy outlined in stakeholder engagement/communications strategy to be discussed at Sept 12 MT meeting.
Public affairs	• DODS – continue to undertake Parliamentary monitoring.
Events	• Speaking engagements at 33 events advertised on Passenger Focus website.
Internal Communications	• Provided the organisation with daily Connect announcements. • Published two Interchange newsletters and distributed to staff.
Annual report	• Published the annual report for 2011-12. Work will begin on the annual report 2012-13 in Q3/4.
Resources Team	
London office move	• Contracts for both One Drummond Gate and Fleetbank house signed. • Move arranged and scheduled beginning 27 September.
Information and communications technology	• Voice and data networks have 99.9% availability • Telephone switchboard successfully upgraded prior to moving it offsite as part of London office move
Centralised contracts	• Guidance has been received from the DfT regarding future travel bookings (rail tickets and accommodation) to be contracted to Redfern travel. Implementation expected in November 2012 • Payroll contract will move to central government contract , but implementation deferred until 2013 at new supplier's request

Procurement	• Mobile phone contract retendered and awarded to O2 with transition in November 2012 • Support for research team on procurement approach for replacement research framework

Recruitment	• The following employees have been recruited:
	   o Laura Wilson - SPTA
	   o Stuart Edwards – SPTA
	   o Nicky Claxton - temporary PTA.
	   o Sara Nelson - Head of Communications (maternity cover)
	   o Lisa Kearney as Communications Assistant
	• Successful internal appointments have been made for:
	   o Jonathan Clay – Passenger Team Executive – Team Leader
	   o Louise Collins – Passenger Team Executive
	   o Miriam Pye – SPTA
	   o Kyle Yeldon – Passenger Contact Team Leader
	• Board member recruitment (please refer to CEO team – Board member recruitment below)

Investor in People	• Investor in people accreditation was formally confirmed in April 2012
Health and safety	• Health and safety roles updated with training for new representatives
Policies and procedures	• Flexible working guidance issued and undertaken during Olympics period. • Flexible working policy updated. To be discussed at Sept 12 MT meeting. • Social media policy developed. Awaiting final approval. • Personal security/lone working policy developed. Awaiting approval.
Replacement HR system	• Development of the new HR system has started with pilot groups for the new online system beginning in September. Full implementation expected for Oct/Nov 2012.
Finance	• Expenditure within 5% of budget • 99.7% of invoices paid within target of 30 days • 95.1% of expenses paid within target of 10 days • Monthly payroll run • Aligned accounting systems with project framework – held staff training workshops

	• Provided monthly management accounts
	• Received guidance and have agreed to join the Governments new banking system arrangements – implementation expected in Q3/4
	• Requested information from treasury and cabinet office regarding finance reporting requirements and whether the current finance system needs to be replaced. Issue of funding for upgrade to be addressed.
Annual report	• Received unqualified audit report for the 2011-12 accounts
Transparency	• Transparency and accountability project specifications have been published on the contracts finder website.
	• Bids for the tender are currently being collated and will be evaluated in Q3 with full implementation expected for Q4
CEO Team	
Board member recruitment	• Scottish Board member recruitment process – Philip Mendelsohn selected and induction completed
	• GB Board member recruitment process – selected shortlist of six candidates, appointments to be made by the Secretary of State. Induction process to be held in Q3/4.
	• Welsh Board member recruitment – Agreed campaign with Welsh assembly. Recruitment process and induction to be completed in Q3/4.
Board member admin support	• Board meetings held in May and September
	• Members event meetings in April, May, June, July and September
	• Audit Committee meetings in April, May and July.
	• Statistics Governance Group meeting in June
	• Board member performance reviews scheduled to take place in Q3/4
CEO admin support	• Provided admin support to CEO as necessary
	• Conducted review of CEO teams outputs and processes
	• Arrangements for September staff away day
MT admin support	• Six monthly MT meetings held – producing agendas, papers, monthly KPI reports, action matrices and minutes.
	• Preparing and delivering reports when necessary.
DfT Sponsorship	• Two sponsorship meetings with the DfT - producing agendas, papers and capturing actions.
	• Providing information and compliance when necessary.

Business planning	• Finalised and published the work plan 2012/13.
	• Completed mid-year review of progress against work plan objectives
	• Received substantial audit opinion for our business planning and performance reporting arrangements
	• Facilitation of business planning process for 2013-14 to begin in Q3/4
Project framework	• Project framework has been reviewed and updated. The framework is now aligned with our accounting, budgeting and reporting processes.
	• Project framework workshops held with all staff members
	• Project framework reviewed by Audit Committee in July.
Organisational compliance	• Held DPA/FOIA workshop for internal staff
	• Held a corporate induction workshop for internal staff
Risk strategy	• Board approved risk strategy at the May 2012 BM.
	• Risk strategy agreed by MT, to be discussed at September away day.
	• Information strategy group has met twice
Business performance	• Published annual report for 2011-12
	• Reviewed and updated the KPI framework for 2012/13 and provided six monthly reports
	• Board reports circulated and published for Q4 of 2011-12 and Q1 of 2012-13.
Business processes and internal control	• Internal processes mapped across all teams outputs.
	• Internal controls to internal processes developed where necessary
Internal audit	• Internal audit programme for 2012-13 has been developed and agreed.
Business Continuity Plan	• Business continuity plan has been reviewed and updated
	• Staff training held and 'being prepared' take home cards distributed to staff
	• Rehearsal of business continuity arrangements took place in May 2012
	• BCP to be updated to reflect the London office move in Q3/4
PaxCo	• Business case developed for PaxCo – implementation begins in Q3/4 if approved