Board Meeting Paper		
May 13 BM 5.0 / 5.1		
Report for	Decision ☐	
	Information ☒	
Restricted or confidential Information?	Yes ☐	
	No ☒	
If confidential, protective marking[1]		
Date of Meeting	16 May 2013	
Agenda Item	5	
Report Title	Chief Executives work plan report for Q4 Jan – March 13	
Sponsor	Anthony Smith	
Author(s)	See Below (compiled by Kylie Lennon)	

1. Chief Executives Overview (Anthony Smith)

Looking back

- Bus disruption and passengers report published
- Significant number of wins secured in ways train companies deal with passengers, lack of a 'valid' ticket and unpaid fare notices - new industry code of practice now in place
- complaint figures down - significant easing of pressure of contact team
- Passenger Focus spoke at a number of conferences, including: ATOC seminar on new train design and Department for Transport and Rail Delivery Group seminar

Looking forward

- development of Passenger Power! themes in relation to franchising. Government response to Brown review published in June
- Passenger and franchising seminar on June 5
- Government rail Fares and Ticketing review now due for publication in early summer
- Publications: South East Flexible Ticketing, Bus value for money, Oxford Smartzone, spring wave National Passenger Survey June 19
- New outsourced call centre started contact on May 8
- New improved access to National Passenger Survey and complaints data via website from end June

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

2. Research (Ian Wright)

Update- Quarter four 2012-13

- A BPS briefing for the Autumn 2012 wave was held on 18th March with Norman Baker in attendance. This prompted a very useful debate between panel and audience, which encourages us to continue with these events whilst the appetite remains
- Fieldwork for the Spring 2013 wave of NPS was completed. We continued to develop and promote proposals to enlarge and /or refine the NPS, on the back of recommendations from the Brown Review, including several discussions with the Department and bidders, now the rail franchise programme is moving again
- 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,
- Qualitative research to understand bus passengers' experiences of delays and service disruption
- Qualitative research to assess the level of passenger engagement with and understanding of both the rail and bus sectors, and how they might like to see this change
- A Tram Passenger Survey (TPS) was piloted in the West Midlands with support and interest from Centro. Tram passenger satisfaction was high and compared favourably with bus. A trial of a hybrid paper/online methodology looks promising in terms of delivering a representative sample that increases participation amongst younger passengers, and this concept will be developed as we make plans for a national roll out. We also intend to pilot a similar approach for the Bus Passenger Survey
- We ran a number of studies as part of the Smart Ticketing research programme:
  - Passenger views of the Oxford SmartZone (quantitative with possible qualitative follow up)
  - Qualitative research to ascertain current best practice in transport app design, and an assessment of possible future developments, looking at how apps can support and complement smart ticketing, with particular relation to the South East Flexible Ticketing (SEFT) programme
  - A quantitative national market study looking at awareness, knowledge, usage and attitudes regarding smart ticketing
  - Telephone depths amongst small and medium bus operators to gauge their knowledge and opinions of smart ticketing, in support of the Department's 'managed service' trial in Norfolk.

- We used the NPS recontact database to research the impact of reduced services over the Christmas/New Year period on travel patterns, and passenger preferences for such services. This provided the first large-scale test of the database, and since it was successful the database was used again to research the 'average' commuter, and rail passenger knowledge and experiences of compensation and refunds.
- We also repeated a 2008 survey to update our evidence base on late evening rail services that are less well covered by the standard NPS
- We ran a staff survey.
- We contributed the research element to a series of training courses Passenger Focus held for User Groups.

- We ran usability tests of the new NPS and complaints data open data tools
- Ian contributed to an RAC Foundation workshop on the future of rail and car, and also an EU project on City Hubs

Forward look - Quarter one 2013-14

- The Preferred Supplier List to be used for procuring non-OJEU research came into effect on 1st April. We held a very successful Agency briefing to bring all agencies up to speed on who we are and how we work, with contributions from across Passenger Focus.
- The NPS Spring 2013 wave will be published on 19th June. In addition to the familiar outputs, we shall also be producing a more engaging, visual summary document, aimed at key stakeholders, but which should also be more user friendly for interested passengers. We shall also continue to develop ideas for delivering a greater understanding of trust with regard to the rail industry, to sit alongside our ongoing discussions about how the NPS best contributes to franchising (and our Passenger Power concept)
- The BPS Spring wave will be in the field, covering Centro and all Go Ahead businesses outside of London.
- We shall continue to support the Department's smart ticketing programme with research, including further research in Norfolk as the managed service trial begins
- Ian will speak about the Tram Passenger Survey at the Light Rail Conference in Manchester on 15th May, to further our aims of a national roll out
- We will brief the Department's Local Directorate team on relevant research
- We shall attend a Network Rail workshop of HS2 phase 2, as background to potential further research for the Department/ NR
- In addition to progressing some of the research outlined in the workplan, we may manage research on behalf of Merseyrail as they procure new rolling stock. We may also project manage research for First Buses in Bristol. Both of these projects are likely to attract a management fee as they sit outside of our core intentions as set out in the workplan, although it is possible the First project may research the views of non-users, which would potentially fit with our own objectives.

3. Communications (Sara Nelson)

Q4/1 update

- Moved Passenger Voice to a monthly e-newsletter, increasing circulation from around 1800 to more than 10,000
- A successful BPS event on March 18 with great feedback from attendees
- Publication of the bus disruption report
- Continued to provide a 24/7 press office, handling high levels of media enquiries on a number of issues
- We continue to meet key trade and national media contacts – including factual TV producers (eg Watchdog)
- Continued to build profile of website- averaging 11,000 visits per month
- Website search functionality has been fully resolved.

Forward look

- Working on Passenger Power seminar event to launch research into how passengers want to engage with rail franchising
- Preparing the next Annual Report
- Working on open data with Passenger team
- Working with the contact team on making the website more dynamic and providing FAQs to mitigate higher caseload

4. Resources (Nigel Holden)

Update – Quarter four 2012-13

Human Resources
- 2012 pay awards authorised by the Department and pay awards implemented
- Successful appointment of Corporate support executive with a start date of 9 May 2013 following resignation of previous postholder
- Staff attitude survey run
- Performance appraisal process updated and 2012-13 appraisals completed during March
- HR manager post made redundant with effect from 31 March 2013 and external HR support appointed

Facilities, ICT and procurement
- Procurement and contract award for call centre services
- Connect changes implemented to simplify system maintenance
- Work on the Connect intranet to provide an online staff directory, and work to rationalise out of date access groups and permissions.

Finance
- A summary of expenditure to 31 March 2013 is shown in the finance report (May 13 BM 5.3)
- Submission of period nine Consolidation return to the Department
- Interim audit visit by NAO completed
- Core controls internal audit completed

Forward look - Quarter one 2013-14
- Complete year end accounts including submission of Consolidation return to the Department
- Final audit visit by National Audit Office
- Update the ICT strategy
- Implement new HR support arrangements

5. CEO Team (Jon Carter)

Update – Quarter four 2012-13

We have recruited Martin Clarke as the new Business Services Executive to replace Matt Ayson who left in December. Martin starts on 13 May. Kylie Lennon has done a sterling job in the interim and leaves on 17 May to return to Australia and New Zealand – she takes with us our thanks and very best wishes.

Board and governance programme

- The Board met informally in January, February and March and formally in February.
- The Audit Committee met in January, RemCom was due to meet in March but actually met on 1 May, and the Management team met in January, February and March. The January meeting turned into a very useful awayday which was held at the University of Greenwich.
- The board programme for 2013-14 has been updated with public meetings and stakeholder events to be held in Bristol, Edinburgh and Cardiff. Due to meeting space restrictions at Fleetbank House the monthly centre of gravity has now shifted to Thursdays.

Board appointments

New board members started on 1 February, 1 March and 1 April. Induction sessions have been delivered with positive feedback. We expect an announcement from the Welsh Government in respect of their appointment to our board in quarter one.

Business and project management

- The new project management arrangements have worked well with the discretionary fund virtually fully spent at year end. Some minor changes to the project brief are planned.
- The 2012-13 internal audit plan was delivered in full with some useful and topical feedback.
- There were no serious data handling incidents during 2013-14

Key performance indicators (KPI's)

- Team business performance remained good but with two KPI's 'nearly achieved' at year end.

#	Key Performance Indicator	Target	March 2013	Year to Date Actual	Reason for achievement to date	Year end situation
CEO1	Agendas/papers produced five working days before meetings	>90%	100%	95%	None to report	Target achieved
CEO2	Minutes sent to Chairs within five working days of meetings	>90%	100%	86%	None to report	Target missed
CEO3	Minutes signed off at meetings with no substantive amendments	>90%	100%	100%	None to report	Target achieved
CEO4	Recorded actions completed within original target completion date	>90%	100%	89%	There were no actions to complete in March. Performance based on Year to Date figures.	Target missed
CEO5	Board members expenses signed off and submitted on day of delivery	>90%	80%	90%	None to report	Target achieved - just!
CEO6	Reported compliance incidents which are upheld after investigation	None	None	None	None to report	Target achieved