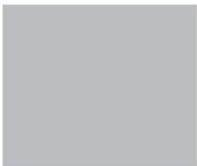
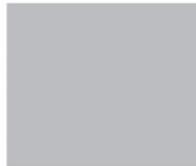
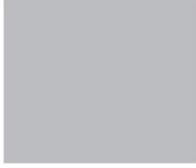
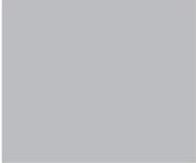


# Passenger Focus Workplan 2014-15



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## Introduction

Passenger Focus is the independent, consumer watchdog for Britain's rail passengers and bus, coach and tram passengers in England (outside of London). We aim to make a difference and be useful to those in government and the transport industry who make major decisions about services and infrastructure. We use evidence to drive change for the better. Our core products, the National Rail Passenger Survey and the Bus Passenger Survey, will be joined by the new Tram Passenger Survey.

Our strategic aims are:

1. Understanding the needs of passengers<sup>1</sup>
2. Making a difference for all passengers through long-term planning
3. Working to improve the passenger experience
4. Promoting good practice in complaints handling and providing advice and advocacy
5. Improving access to services for all passengers
6. Increasing the influence of Passenger Focus through building trust in our work
7. Raising the awareness and impact of our work in Scotland and Wales

Within these strategic aims, our work will focus on these key issues:

- service disruption
- complaints handling
- fares and ticketing
- performance
- boosting the passenger voice in discussion about industry structures.

The Department for Transport has recently consulted on giving Passenger Focus a remit in respect of users of the strategic road network (see [Consultation on transforming the Highways Agency into a government-owned company](#), October 2013). Current plans are to bring forward legislation as soon as possible. If the remit does become law, it may have a profound effect upon the current range of Passenger Focus's activities.

We will also start to produce and utilise research on tram and coach passengers. This will allow comparisons of passenger satisfaction between modes within a location or region.

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<sup>1</sup> This may also include the needs of users of the strategic road network in England, subject to legislation

## This year

Six outputs/products will feature large in our work this year:

- increasing the size and usefulness of the Bus Passenger Survey. We aim to reach 40,000 bus passengers this year (strategic aim 1)
- publishing the first Tram Passenger Survey (strategic aim 1)
- radically boosting the passenger voice in rail franchise replacement and monitoring (strategic aim 2)
- using our bus punctuality project to refocus the bus industry, local government and the Traffic Commissioners on the key passenger need of improving bus punctuality (strategic aim 3)
- persuading train operators to show more discretion to rail passengers who have made an innocent mistake and do not have a 'valid' ticket, thereby avoiding potential criminal prosecutions (strategic aim 3)
- dealing with some 3,000 rail 'appeal' complaints where train companies and passengers are deadlocked. We will achieve at least 70 percent passenger satisfaction with the way we handle passenger complaints (strategic aim 4)

Major changes are underway to rail franchising and the way partnerships between local authorities and bus companies are put together. We will make sure our work complements (where it can) the activities planned by the Department for Transport, the Office of Rail Regulation, the Traffic Commissioners, Transport Scotland, Welsh Government, local authorities and the transport industry itself.

In 2013 we carried out a stakeholder survey. The findings can be found at:

[http://portal.passengerfocus.org.uk/teams/CEO/board/Shared%20Documents/Nov%2013%20ME%2006.0\)%20Trust%20report.pdf](http://portal.passengerfocus.org.uk/teams/CEO/board/Shared%20Documents/Nov%2013%20ME%2006.0)%20Trust%20report.pdf)

The results broadly showed that stakeholders felt Passenger Focus is concentrating on the right issues on behalf of passengers and is influential in its dealings with those who make the major decisions about transport. There was a sense we have some way to go before our bus work matches the influence we have with the rail sector. Also, there is a need to do more work with local government and transport user groups to ensure they are fully informed about our work.

However, we are not content to rest here. We will continue to build Passenger Focus's brand of evidence-based, professional, trusted, energetic and useful passenger advocacy. Our aim is to make sure that every debate in the transport industry starts with the question "what do passengers want and how do we know?"

Passenger Focus can already answer many of those questions and soon will be able to answer even more. *Passenger Power!* continues.

**Anthony Smith**  
**Chief Executive**

**Strategic aim 1: understanding the needs of passengers**

**Key objectives**

- Increase the size and usefulness of the Bus Passenger Survey. We aim to reach 40,000 bus passengers this year.
- Publish the first Tram Passenger Survey

**Rail passengers**

**National Rail Passenger Survey**

The National Rail Passenger Survey (NRPS) provides a powerful network-wide picture of passengers' satisfaction with rail travel. Passenger opinions of the journey they are making are collected each spring and autumn from a representative sample of journeys, and this will continue in 2014-15.

Passengers' overall satisfaction, satisfaction with the station and train, and satisfaction with 32 specific aspects of service can therefore be benchmarked and compared over time.

The research contains passenger ratings of their journey for each individual train operating company (TOC). Ratings are also provided for each journey type (i.e. commuter, leisure or business). The data can be analysed in a wide variety of ways.

Results for routes are also published. National results by journey purpose, age, gender and how passengers spend their time on train journeys are now also included. Over 65,000 rail passengers participate in the NRPS every year.

The NRPS has been running for over 13 years and is the world's largest piece of continuous, published rail passenger research. It has a multitude of uses including targets in franchises, industry personnel remuneration schemes, judging passenger satisfaction with Network Rail-managed stations, a baseline for drawing up new franchise specifications, and most importantly, driving change in the industry for passengers.

**Passenger trust**

The NRPS measures passenger satisfaction with various aspects of a passenger's most recent journey. Another important dimension of passenger satisfaction is trust. Do passengers trust train companies and the rail industry? Do they trust the fares system and information during disruption? If yes, why? If not, why not? We can then start to work out the drivers of mistrust, helping the industry and government to do something about it and build trust with fare-paying passengers, the majority funder of Britain's railway.

This year we will:

- publish the research on the importance of trust and consumer confidence in forming passengers' perceptions of the rail industry, especially when it comes to the provision of information to them and buying tickets
- continue to work with operators on improving levels of transparency on rail performance data including publishing more route-based NRPS data.

## Bus passengers

### Bus passenger survey

Passenger Focus has developed the Bus Passenger Survey (BPS) to deliver a robust measure of bus passenger satisfaction – to provide detail at transport authority level and for bus operators at a local level. The BPS has been running for three years and has rapidly established itself as the standard industry measurement of satisfaction.

The main objectives of the survey are:

- to measure satisfaction at each stage of passengers' bus journeys: at the bus stop, waiting times, whilst on board the bus, the bus driver and his/her driving, and satisfaction overall
- to measure passengers' assessments of value for money of their journeys
- to provide results comparable between authority areas and operators.

We will again run the Bus Passenger Survey in 2014-15. We aim to get 40,000 bus passengers participating this year through obtaining significant match-funding, as with previous years, from bus operators and transport authorities – a mutually beneficial way to expand the survey's size and utility.

The survey is widely used to prioritise improvements from looking at results within an authority area and benchmarking across areas; it has led to improvements such as investment in new buses, updated passenger information systems, improved customer service and new bus-priority measures. Active engagement with industry and local government ensures results are understood and action taken to drive improvements. It is also increasingly used by Better Bus Fund awardees to measure the progress they are making in their passengers' journey experience. This year, BPS results will be made available as part of our Open Data Tool on our website for the first time.

## **Punctuality**

The BPS and previous work on passenger priorities has shown that improvement in bus punctuality is a key passenger priority. We have published a wide-ranging and detailed project looking at the causes of bus disruption, focusing on bus punctuality data. This work has involved local authorities, bus companies and the Senior Traffic Commissioner.

This year we will:

- promote the findings from our bus punctuality research
- follow up the consultation by the Senior Traffic Commissioner on draft guidance on bus punctuality
- once the guidance has been finalised; carry out a series of workshops and events involving local bus operators and transport authorities on the best practice identified through our research
- push operators to publish punctuality data

## **Bus drivers**

Our research shows the importance of the bus driver in determining the quality of the bus passenger experience. This covers driving style, communication, fares information and simple friendliness.

This year we will

- investigate the way in which these issues are addressed through driver training - using case studies and best practice to identify recommendations
- continue to develop our understanding on driver training, recruitment, retention and qualifications and the affect these can have on passenger satisfaction

## **Tram passengers**

### **Tram passenger survey**

Very little comparative research is published about tram passengers. The ability to compare the various tram networks and contrast that experience with bus and rail passenger journeys will provide useful data to help us understand passengers' needs.

This year we will:

- use the results of the first Tram Passenger Survey to drive improvements for passengers.
- repeat, subject to funding, the Tram Passenger Survey, by working with transport authorities and tram operators

## Coach passengers

### Coach passenger survey

Our initial focus group work with coach passengers indicated high levels of satisfaction. Some issues around personal security, luggage and information were raised, but these were in the context of very positive comments overall. However, in order to form a baseline and to aid comparison with long-distance rail services we would like to carry out a coach passenger satisfaction survey.

This year, subject to third-party funding, we will:

- carry out a new pilot survey of coach passenger satisfaction, covering various aspects of the journey that passengers are completing.

## All modes

- We will, for the first time, produce a pilot, regional report of passenger satisfaction covering rail, bus and tram journeys.

### Smarter ticketing

Smart and integrated ticket products, delivered in a variety of ways, have the potential to significantly improve the passenger experience. London and the Oyster card have shown what can be done.

However, the way forward for smarter ticketing outside London is not so straightforward. We are keen to ensure debates about future improvements are centred on passengers. The DfT agrees and is providing additional funding to carry out a substantial programme of research on passengers and smart ticketing.

This year we look at

- contactless ticketing
- integration of ticketing and Smart Cities
- card branding
- innovation in ticketing products
- South East flexible ticketing
- CrossCountry “Advance on the day”
- integration of smart ticketing and apps

**Strategic aim 2: making a difference for all passengers through long-term planning**

**Key objective**

- Radically boost the passenger voice in rail franchise replacement and monitoring

**Rail passengers**

**Franchising and other industry long-term planning**

There are a number of rail franchise renewals that are likely to re-commence during 2014-15, which may require fresh research or a refresh of our previous research. This could require significant resource and we may need to revisit our priorities during the year.

This year we will:

- work with bidders, Department for Transport, Welsh Government and Transport Scotland to improve franchise specification and bids based on passenger research including surveying non- and ex-users. This will involve, for the first time, providing an assessment to the DfT of the customer service elements of bids.
- boost the passenger voice in rail franchising. The measures we would like to see include the greater use of passenger satisfaction targets within a franchise – thereby boosting accountability – and a much greater emphasis on consultation with passengers
- provide passenger input to the industry's long-term planning processes. We will work to ensure that funds currently unallocated will be spent on issues that passengers consider to be priorities for improvement.
- continue to monitor safety and European Union developments that may have an impact on passengers.
- set up a panel to advise on passenger needs for HS2
- encourage transparency within the rail industry so that more data is made open, which will increase passenger trust and support innovation to generate greater passenger choice.

**Bus passengers**

**Industry long-term planning**

Much heated debate takes place about the best way to organise bus services: allow the private sector to get on with it, partnerships between operators and local authorities, or more formal franchise-type arrangements.

Passenger Focus (and passengers) does not take a view on structures – we focus on the outputs. However, given the potential impact of some of these structural changes we will, as we do with rail franchising, put forward the passenger view.

This year we will:

- work with Passenger Transport Executives and local authorities on plans to improve bus passenger services including through Better Bus Areas, partnerships and potentially the introduction of a quality contract scheme

### **Bus non-users**

The number of people using the bus in parts of England is static or in decline. We want to better understand why people do not use bus services and what can be done to address some of these barriers.

This year we will:

- target three areas and work with operators and local authorities to identify proposals that could encourage greater use of services. This work may be through a mixture of advertising, better and clearer information, more easily understood timetables, staff training, use of bus priority measures, and better disruption management.

### **Service changes**

Changes to government funding have left local authorities with difficult spending choices. These choices often have an impact on passengers, which we will monitor. Also, it is clear that the quality of consultation about service changes differs widely around the country. To this end we drew up a toolkit for best practice on consultation in 2012 which has already been widely used.

This year we will:

- refresh the tool kit with up-to-date information where possible
- work with local councils and the Confederation of Passenger Transport to improve the quality of consultation and notification with passengers when major changes to the bus network are planned
- examine the process for adding and removing bus services, in particular the notification to passengers when services are withdrawn (the 56-day registration process).

**Strategic aim 3: working to improve the passenger experience**

**Key objectives**

- use our bus punctuality project to refocus the bus industry, local government and the Traffic Commissioners on that key passenger need: improving bus punctuality
- make sure that rail passengers who have made an innocent mistake and do not have a 'valid' ticket will no longer be treated like criminals

**Rail passengers**

**Disruption**

We know from the NRPS that the way delays are dealt with is one of the biggest drivers of passenger dissatisfaction. So over the years we have done much work on how passengers feel disruption is dealt with and how train companies and Network Rail can improve. This has led to improvements, mirrored in the NRPS, but there is still significant work to be done.

This year we will:

- help the industry understand the passenger perspective on disruption
- reduce the impact on passengers during unplanned disruption, including providing advice to the Office of Rail Regulation about the effectiveness of the industry code of practice on passenger information during disruption
- reduce the impact on passengers during planned disruption.

**Fares, ticketing and value for money**

Previous research has shown that some passengers find the fares system difficult to understand and worry they might not have the right ticket even if they do. Passengers do not trust the system.

This year we will:

- follow up the conclusions set out by DfT in its 'Fares and Ticketing Review' especially the pilot schemes announced for 'single-leg pricing' and 'flexible season tickets'
- continue to push for more discretion to be shown to passengers who make an innocent mistake and who face prosecution or penalty for ticketless travel offences
- bring about improvements to retailing – including work on smartcard developments; see section six of this plan for more details
- work with the Office of Rail Regulation on its proposed Code of Practice on Ticket Information
- increase the awareness and extent of passenger/consumer rights.

## Performance

Train performance is of crucial importance to passengers. Punctuality is one of the top priorities for improvement identified by passengers and is the biggest single driver of overall passenger satisfaction.

This year we will:

- take a deeper look at passenger attitudes to punctuality, including the setting of targets and how performance is measured
- look at the suitability of current compensation regimes for season ticket holders who endure persistent delays
- maintain efforts to encourage greater transparency of performance data within the rail industry.

## Bus passengers

### Disruption

We have carried out research into how bus passengers are affected by disruption. Our extensive research on this issue for rail passengers has helped drive significant change and improvements. We want to drive similar improvements for bus passengers and will use every opportunity to push for change.

This year we will:

- continue to work with operators and local authorities on improving the passenger experience of disruption.

### Fares, ticketing and value for money

Much attention is rightfully focused on rail fares. Bus fares, in a deregulated industry, are much more opaque. It can often be hard to find basic fare information – ‘exact fare only’ signs are still found! However, the widespread capability to handle smartcards on buses is presenting a significant opportunity for change. We have carried out bus value for money research in the last year, and we now need to use this to drive improvements for passengers.

This year we will:

- use our existing research, *Bus passenger views on value for money*, to bring about improvements to retailing
- maintain our work on smartcard developments.

**Strategic aim 4: promoting good practice in complaints handling and providing advice and advocacy**

### **Key objective**

- deal with some 3,000 rail 'appeal' complaints where train companies and passengers are deadlocked. We will achieve at least 70 percent passenger satisfaction with the way we handle passenger complaints

## **Rail passengers**

### **Complaints handling**

Passenger Focus is proud to hold a statutory duty to deal with 'representations' from passengers. This role includes mediating in complaints when rail passengers and train companies have become deadlocked.

As well as resolving issues for individual passengers, our complaints work also informs us about the quality of train company complaint-handling processes. It can highlight particular areas of good practice that can be shared with other train companies, or can identify issues that we can then investigate further. Our focus on how passengers without 'valid' tickets are treated stemmed from this work.

We will continue to devote significant resource to this work and help train companies to improve their processes. Passengers often come to us frustrated and irritated. We measure how those passengers rate our handling of their issues.

This year we will:

- handle some 25,000 enquiries from passengers and intervene in some 6,000 issues raised in 3,000 rail appeal complaints
- achieve at least 70 per cent passenger satisfaction with how we handled appeal complaints
- engage proactively with train companies to help improve first-time complaints resolution by train companies and, as a consequence, reduce the number of appeal complaints made to Passenger Focus
- conduct in-depth complaints reviews with up to four train companies resulting in action plans to drive improvement
- engage actively with the industry to ensure the results of these reviews are understood and action taken to drive improvements
- release up-to-date data in complaints handling, including updating our data tool each quarter with current data about our complaint appeal volumes and reasons for the appeal by each operator and retailer.

## **Bus passengers**

### **Passenger rights**

Building on our work with rail we will work to increase the awareness and extent of bus passenger/consumer rights. This will include bus conditions of carriage and the use of passenger 'Charters' setting out the rights and expectations of bus passengers.

*Strategic aim 5: Improving access to services for all passengers*

## **Accessibility**

Public transport must cater for a diverse range of passengers, many of whom have differing needs.

This year we will:

- follow up the results our research on the operation of the rail Passenger Assist service
- hold two meetings of our Accessibility Forum where we meet with representatives of other organisations to share information and best practice in transport.
- analyse NRPS and BPS to assess the views of those with disabilities
- continue to ensure that the views of those with disabilities are captured in the majority of our research projects
- comment on and seek to improve proposed Disabled People's Protection Policies from rail operators.

**Strategic aim 6: increasing the influence of Passenger Focus through building trust in our work**

## **Transparency – being more visible, and measuring and reporting our performance**

This year Passenger Focus will:

### **Communicate**

- maintain a useful and easy-to-use website, seeking and publishing feedback on its usefulness
- publish a monthly e-newsletter
- maintain a 24-hour press office
- publicise and increase awareness of our published reports
- increase access to and the usefulness of our research data
- publish proceedings and decisions of our Board and management team on our website

### **Track**

- the number of passengers that we engage through research and consultation on major policy decisions that we influence
- the stakeholders in the rail, bus, tram and coach industries and across local and central government that we have influenced
- staff attitudes through an annual staff attitude survey
- stakeholders' views of us through a stakeholder survey

### **Report**

- report four times this year in public on our delivery, at Board meetings in London, Edinburgh, Birmingham, and Cardiff. The Board will also receive reports from meetings of the Audit Committee, which supervises Passenger Focus's internal audit programme and management of risk, including information risk
- use financial and key performance indicator data to manage the underlying performance of the business, compiled and reviewed monthly
- publish an annual report on performance, activities and expenditure
- explore how to gather and publish more information regarding our performance and effectiveness
- update our data tool each quarter with current data about our complaint appeal volumes, reasons for the appeal, outcomes and passenger satisfaction with our service.

## Staff and Board

While independent, Passenger Focus is sponsored and substantially funded by the DfT. We currently have 42 members of staff, most of whom are based in offices in London and Manchester. Seven are peripatetic.

Passenger Focus has motivated, energetic and capable staff. We want to keep it that way, as we can only be as good as the people who work for us.

We will continue to ensure that we have staff who *want* to work at Passenger Focus by:

- working with staff to ensure they continue to get the coaching, development and management they need to do their jobs and to progress
- ensuring staff clearly see how their work fits into Passenger Focus's overall aims and objectives
- ensuring all staff are supported by responsive, engaged and capable line managers
- continuing to have a training budget for external training courses
- making sure staff have the equipment they need to do their jobs
- making sure the organisation's processes support staff in their roles
- making sure we have clear, visible leadership for the organisation.

Passenger Focus's Board is crucial to ensuring proper, proportionate governance for the organisation. Passenger Focus currently has six Board members, appointed by the Secretary of State for Transport. The Greater London Assembly and the devolved governments in Scotland and Wales each appoint one member, making a total of 10 members including the Chair.

The Board's key role, supported by staff within Passenger Focus, is to oversee the corporate governance of the organisation. This involves

- oversight of financial affairs, risk and remuneration
- challenging staff in a constructive way on the operation of the organisation
- setting strategic objectives and providing oversight of progress against them
- setting important policy lines the organisation takes on behalf of passengers.

We are looking forward to contributing to and receiving the results of the independent triennial review of Passenger Focus by the Department for Transport, and to using its conclusions and recommendations to help us continue to increase the value of our work.

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

### Scottish and Welsh passenger issues

Rail passenger issues are dealt with in different ways in Scotland and Wales. The devolution of government means that the Scottish Government lets the franchises/concessions for ScotRail and the Anglo-Scottish sleepers. The Welsh Government will have an increasing say on these processes in Wales, but cross-border services specified by the Westminster Government will continue to be important.

However, retaining the ability to compare the performance of the railway in those nations will remain crucial. Many of the issues facing passengers in those two nations are similar. We will ensure our research and advocacy continue to benefit passengers across Great Britain.

#### Scottish passenger issues

This year we will:

- continue to carry out the National Rail Passenger Survey on ScotRail and cross-border services, and use the results to drive change for passengers
- explore with government and the industry the possibility of further Bus Passenger Surveys and a Tram Passenger Survey being carried out in Scotland
- work on research projects looking at barriers to integrated transport
- ensure that plans are in place and acted upon to handle increased passenger journeys and retain service standards during the Commonwealth Games
- ensure that rail research projects have a distinct Scottish element where relevant.

#### Welsh passenger issues

This year we will:

- continue to carry out the National Rail Passenger Survey on Arriva Trains Wales and cross-border services, and use the results to drive change for passengers
- explore with government and the industry the possibility of further Bus Passenger Surveys being carried out in Wales
- ensure that rail research projects have a distinct Welsh element where relevant

- take an active role in the new Passenger Advisory Panel, set up by the Welsh Assembly Government.

## Annex 1: road users

### *Strategic aim 1: understanding the needs of passengers*

Our work with public transport users may expand this year to cover users of the major 'Strategic Roads Network'. The Department for Transport has proposed the creation of a Government Company to take over the roles currently fulfilled by the Highways Agency. A five year spending plan, similar to that on the railways, will be put in place as will a performance monitoring agency and a watchdog function. The Department has stated that it sees Passenger Focus fulfilling the new watchdog role, representing the views of users. We are happy to take on this role if asked. It fits well with the increasing emphasis in our work on mobility generally and would involve similar types of research. We have stressed to the Department that taking on this new role should not dilute our work on passenger issues in bus and rail. Discussions about resourcing this potential new function are continuing.

Working in this area would represent a new challenge for Passenger Focus. It would involve dealing with a more varied user-base, as road users extend beyond motorists and passengers to include freight and non-motorised users. Surveying road users and accurately reflecting their views will involve coming to grips with new analytical questions. However we are confident of our ability to do so, as well as our ability to adapt our organisation to take into account a new mode of transport.

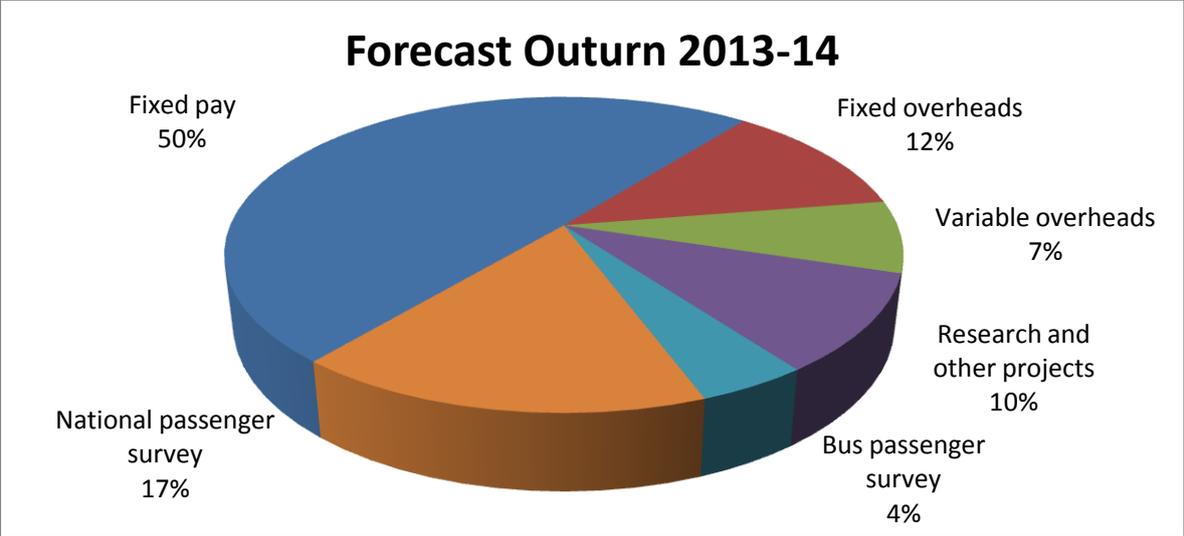
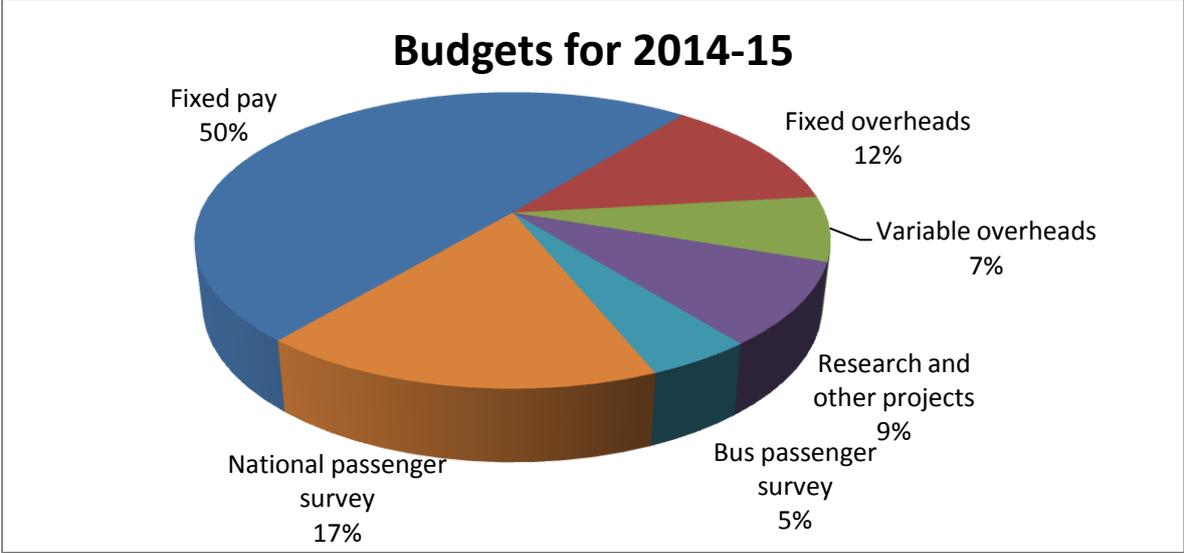
In this potential new area of our work we aim (subject to legislation) to produce a number of outputs:

- user priority research work that will help inform the first Roads Investment Strategy
- starting road user satisfaction work broken down by individual roads and regions
- a start to stakeholder engagement in this area, including developing a stakeholder board to help guide the development of work in this area.

## Annex 2: budget 2014-15

Passenger Focus's budget for 2014-15 will be £3.9 million plus National rail and bus passenger surveys of £1.1 million. Fixed overheads have increased because there is provision for an annual rent increase in the lease for the London office, plus additional IT support costs for increasing the availability of our data and our increasing use of electronic communication channels which in turn will reduce printing and postage costs in Variable overheads.

£000's	2014-15 Budget	2013-14 Forecast Outturn
Fixed pay	2,455	2,441
Fixed overheads	618	583
Variable overheads	349	363
Total running costs	3,422	3,387
Research and other projects (net cost)	448	496
<b>Net operating costs</b>	<b>3,870</b>	<b>3,883</b>
National passenger surveys		
National passenger survey	855	827
Bus passenger survey (net cost)	225	220
Total national surveys	1,080	1,047
<b>Total net operating costs</b>	<b>4,950</b>	<b>4,930</b>
Additional projects funded by the Department for Transport and other stakeholders :		
Smart ticketing project	400	200
Passenger priorities for franchising and long term planning	315	-



## Annex 3: milestones, priorities, and risk

### Key milestones

In time for the new financial year, we will publish key milestones against which we will schedule the deliverables in this plan. In setting such milestones, we will take account of the level of priority the work itself demands, whether it has been planned and/or funded by a third party, the external policy horizon and how such work might fit in and form a useful contribution to any debate.

### Priorities

It is unusual in any one business year for the best of plans not to be interrupted by new priorities which were unforeseen at the time of planning. An ambitious plan has, by implication, little spare capacity or 'white space' in it and cannot keep absorbing more and more in-year initiatives without an impact on other planned deliverables.

In such circumstances it will be for management team, acting collectively, to discuss and agree new priorities and what, if anything, will not now be done. It will of course report to board immediately after making such a decision, reaching it by considering a number of questions as follows:

#### **PRACTICABILITY** – five key questions

##### Q1 Resources

- do we have the people/skills/time and money? Can we access resources elsewhere? If not, what do we **not** do instead, and why?

##### Q2 Value for Money

- can it be demonstrated?

##### Q3 Success/Risk

- is there a realistic chance of success?
- Do we know what the risks are?

##### Q4 Measurability

- can we measure the outcomes?
- can we influence?
- will we have an impact by doing this work?

##### Q5 Are we the best placed organisation that should carry it out?

- can we persuade or enable anyone else to do it outside of our own organisation?

## RELEVANCE – five key questions

Q1 Is it of direct concern to passengers?

- do we have evidence it matters to them now or in the future?
- is there proof of need/detriment?
- how many passengers are affected?

Q2 Is it of direct concern to stakeholders?

- do we have evidence it matters to them now or in the future?

Q3 Does it add value to past, present or future workstreams?

Q4 Would the organisation lose credibility by not doing this?

Q5 Is it timely?

- Do we only get one chance?
- Have we already missed the opportunity to change or influence anything?

## Risk

As in previous years, our in-year business priorities will be risk assessed based on our current risk management strategy. All in-year business priorities are classed as **programme** (rather than **strategic** or **operational**) risks and are based on organisational risk appetite as set by the board:

	<b>Programme risks</b>
<i>What are these?</i>	These are risks associated with the commitments made in a business plan. They may be core campaigns or specific projects. They are risks associated with <b>what</b> we do. Such risks may, depending on the context and likely outcomes, be managed at management team, project team or business team level.
<i>What is our appetite?</i>	Passenger Focus tends towards a <b>hungry approach</b> .
<i>What does this mean?</i>	Risks should be managed so that they are, broadly, maintained at about the yellow / red range border.
<i>What are the key indicators, and who sees them?</i>	Performance indicators, as reviewed monthly by management team (these include project management controls) and project and business team risk registers.

Risks to the delivery of in-year business priorities are reviewed monthly by management team and quarterly by audit and risk assurance committee.