



# A Journey to Excellence

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# FTPE Journey

- New beginnings
- The early years
- New directions
- From good to great



# New Beginnings



# Introducing FTPE



- February 2004
- 8 year franchise
- Brand new franchise
- 900+ employees
- 30 managed stations
- 55 trains (2 & 3 car)
- 37,000 customers a day



## Year One (2004/5)

- Revitalise and Redevelop TransPennine Express
- Creating a new business / new culture
- Delivering Franchise Commitments from Day One
- Mobilising significant investment in new trains and stations
- Delivering improvements with inherited assets



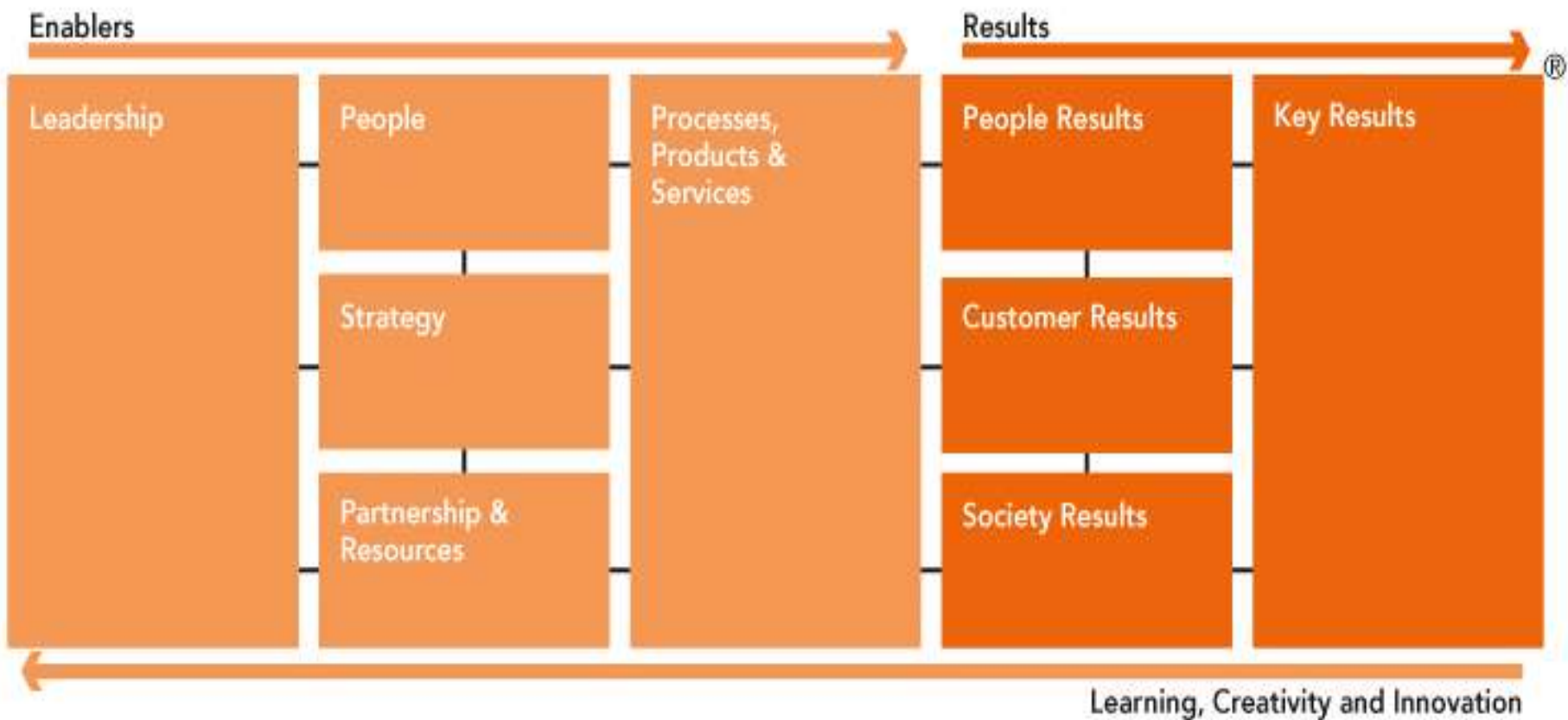
# Why we use the Excellence

## Model

- Franchise commitment
- DfT preferred model
- Comprehensive business fit
- A critical friend
- To continuously improve the business



# EFQM Excellence Model





# Excellence Model - RADAR

- **R**esults
  - Scope, Integrity, Segmentation, Trends, Targets, Comparisons, Causes
- **A**pproach
  - Sound, Integrated
- **D**eployment
  - Implemented, Systematic
- **A**ssessment & **R**efinement
  - Measurement, Learning, Improvement

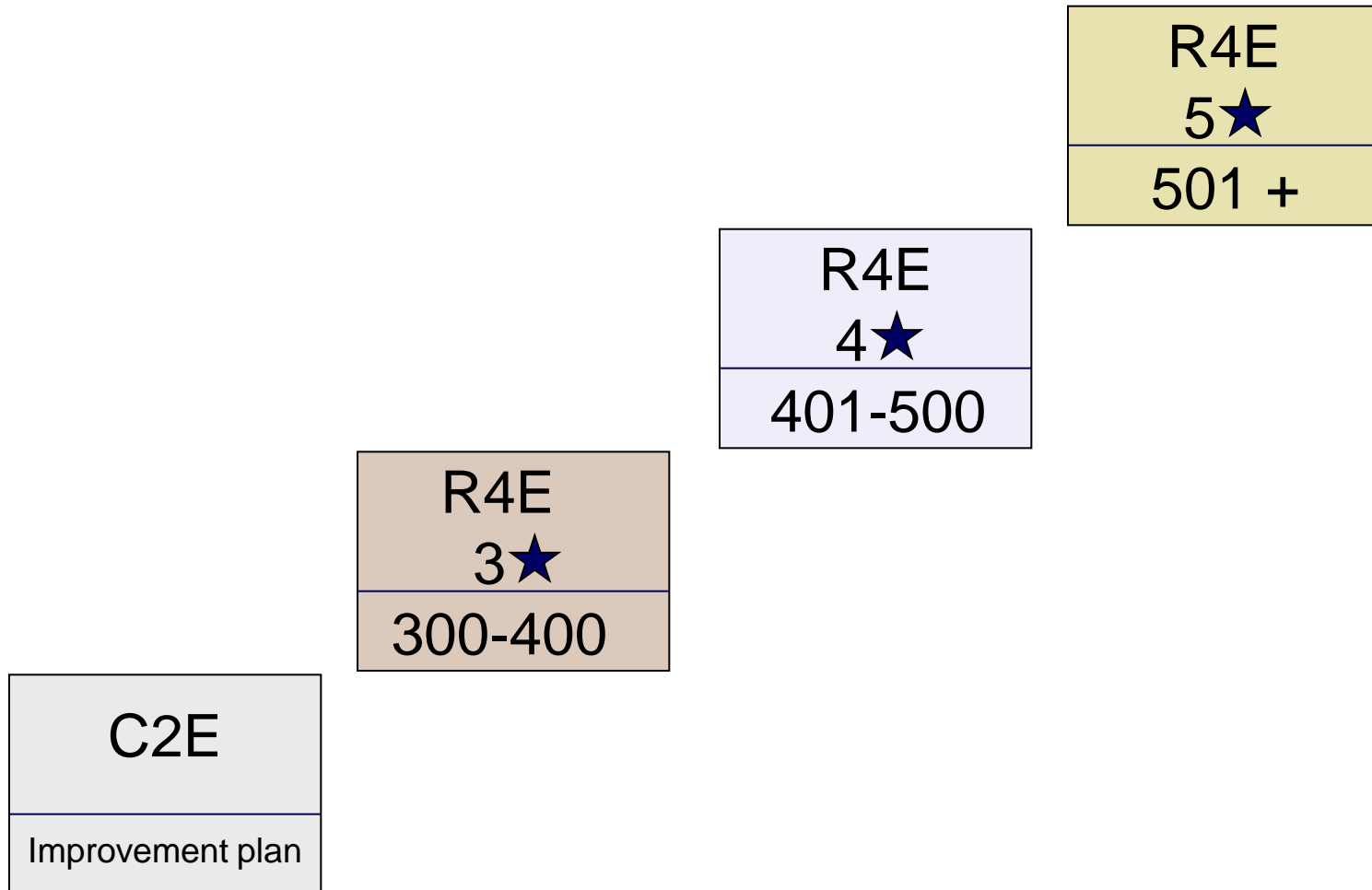


# Levels of Excellence





# Levels of Excellence





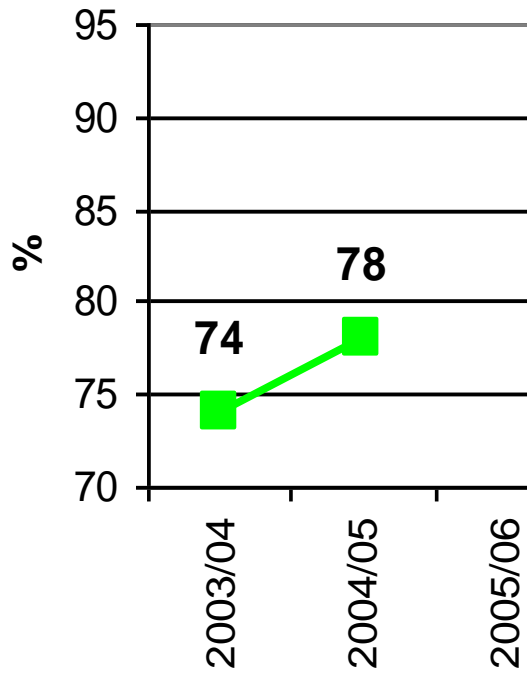
## EFQM in FTPE

- Executive commitment
- Annual Self Assessments since 2004
- A key tool for business planning
- Setting vision, values & objectives
- A way of working
- Excellence is not achieved overnight

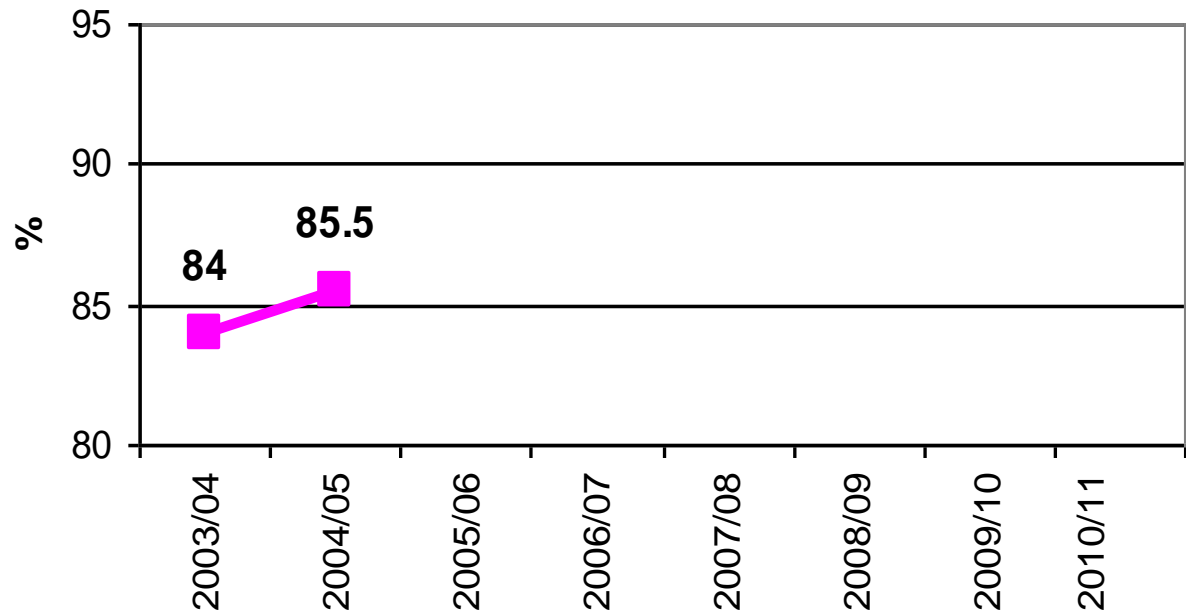


# Key Results

### Customer Satisfaction

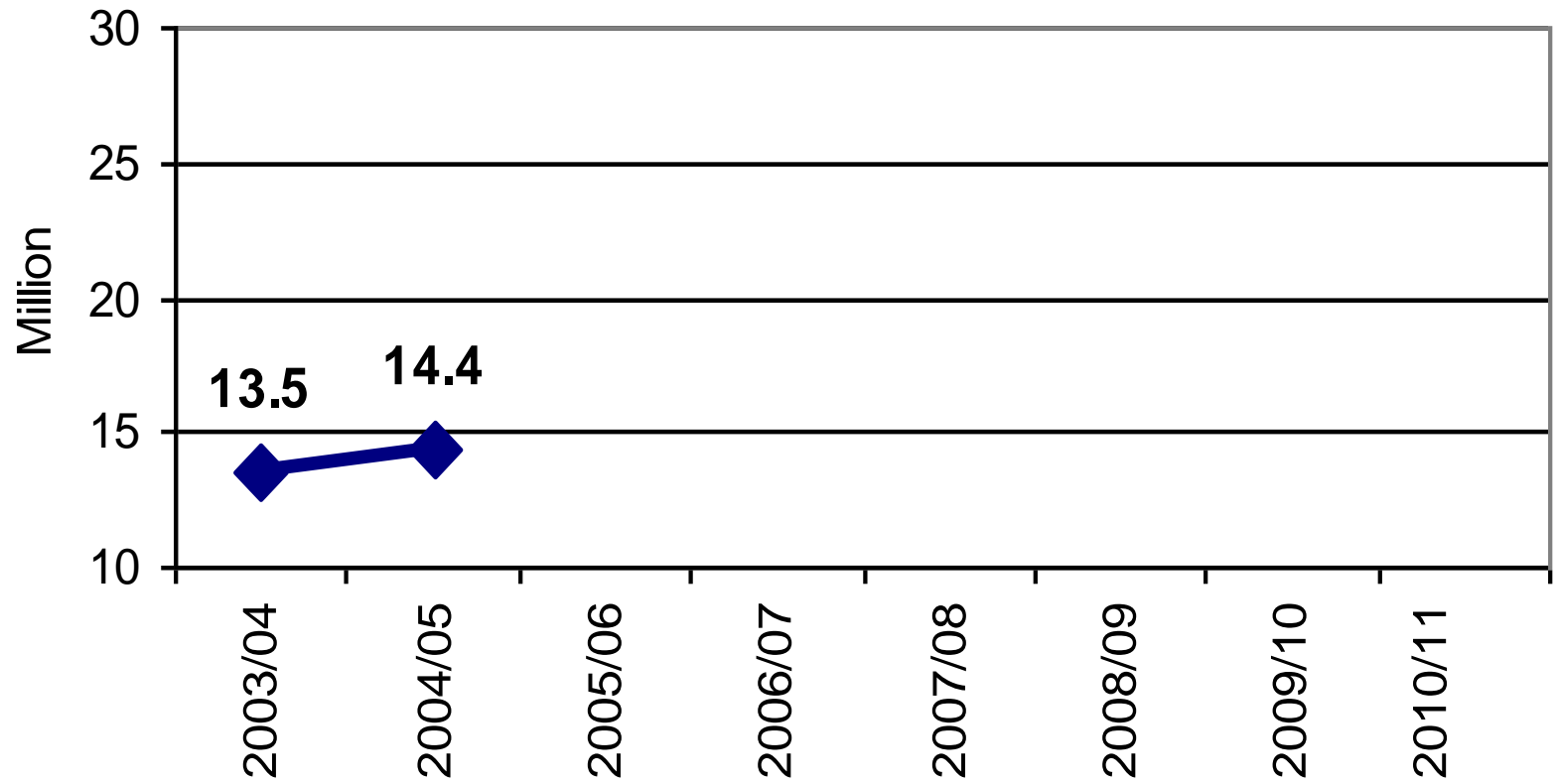


### Train Service Performance





### Passenger Journeys





# The Early Years



## The Early Years (2005-2007)

- Strong Project Management
  - New Trains
  - Investment at Stations
- Driving improvement in underlying business
  - Safety
  - Performance
  - Customer Service
  - Growth
  - Financial Performance



# Revitalise and Redevelop

£250m investment in  
new trains & depots



£12m investment  
in stations





# Blackpool becomes

# Pennine

- July 2006
- 51 trains (3 car)
- c.1000 employees
- 42,000 customers a day





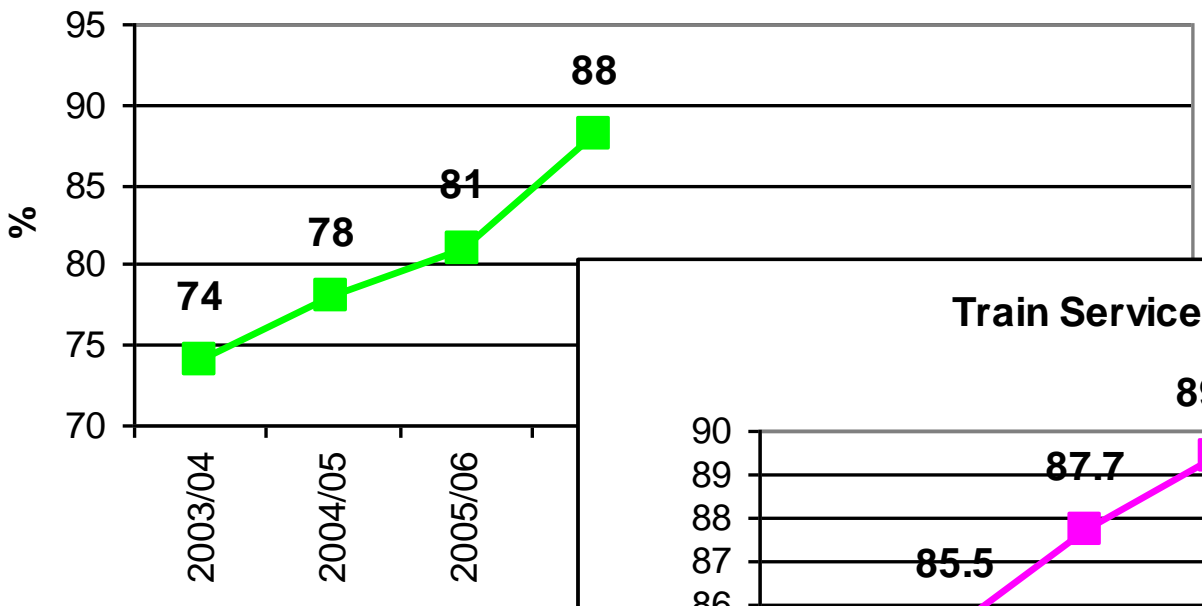
# Committed to Excellence

- Based on Self Assessment January 2006
- Areas for Improvement across 9 criterion parts
- Three improvement initiatives identified:
  - Improve train service disruption management
  - Development of leaders as role models of excellence
  - Systematically implement the personal development process

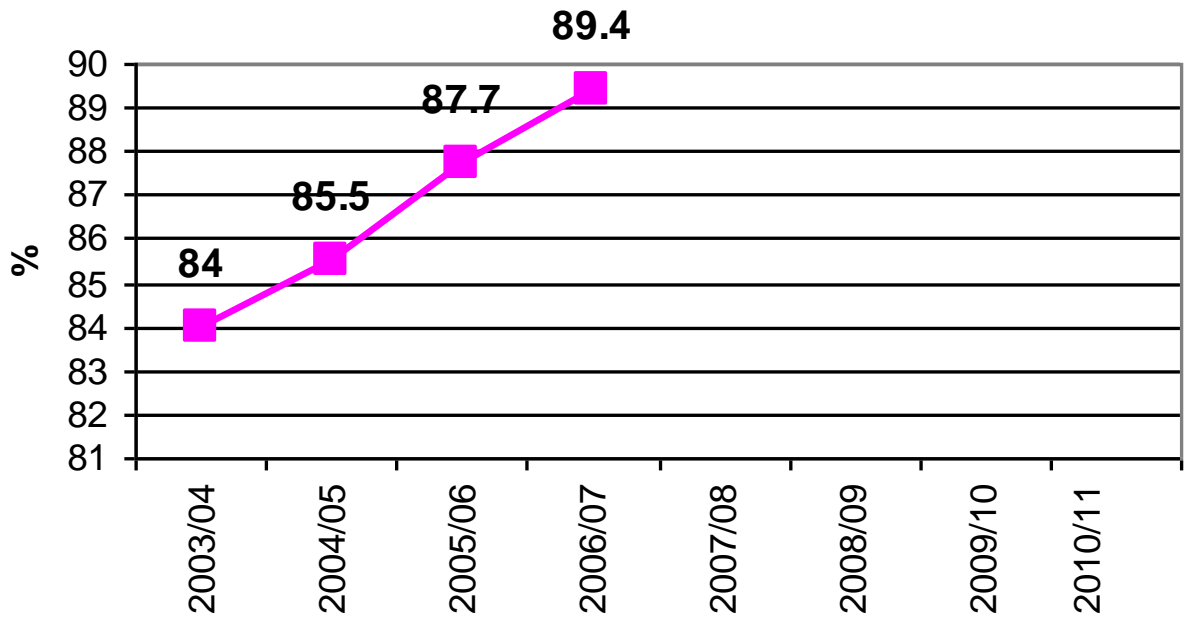


# Key Results

### Customer Satisfaction

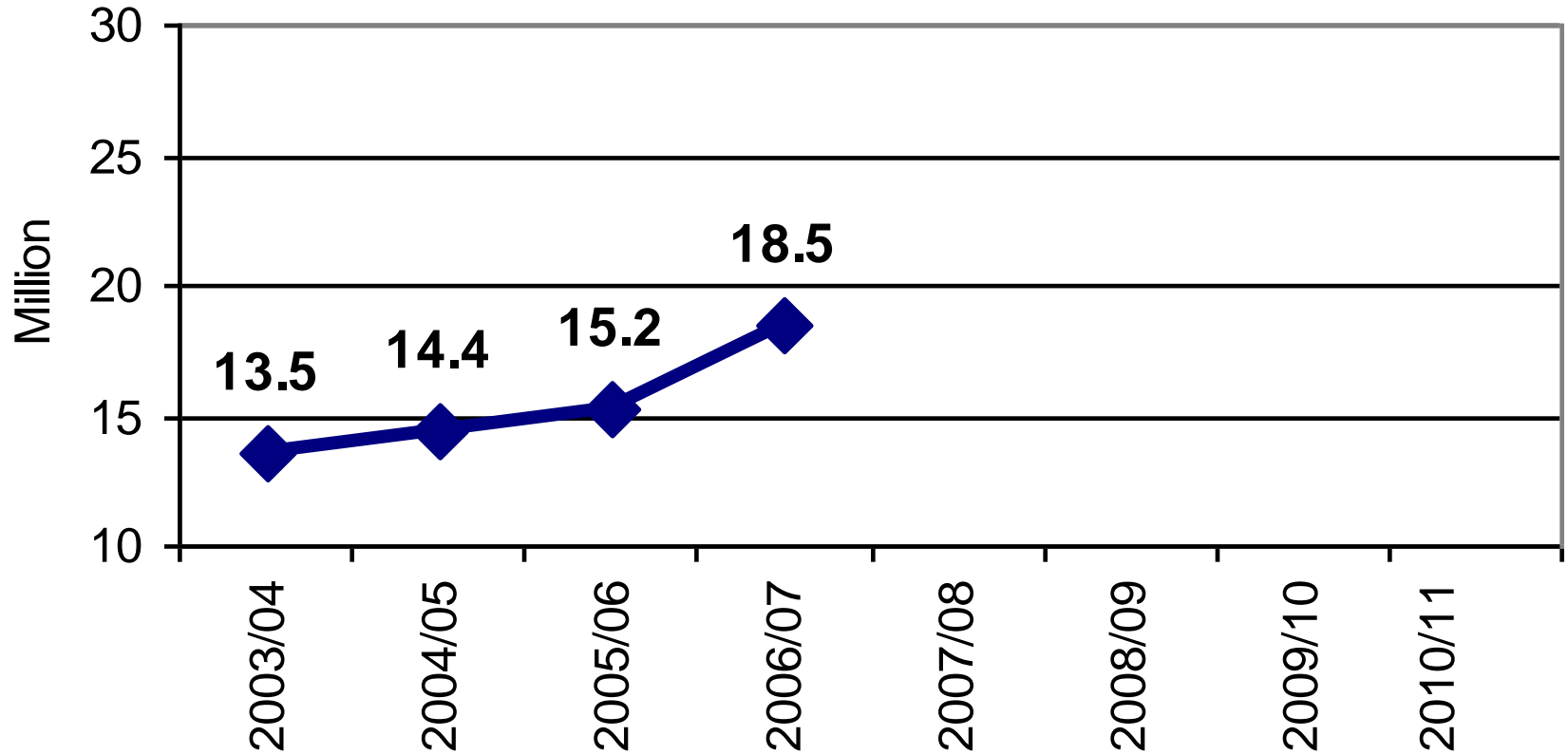


### Train Service Performance





### Passenger Journeys





# Excellence Journey





# Excellence Journey

2007

372





# New Directions



# Setting a New Vision - 2007





# Expanding the Business



- December 2007
- 60 trains (3 & 2 Car)
- 1000+ employees
- 51,000 customers a day



# Expanding Excellence

## Knowledge

- Growing Self Assessment competence
  - Initially supported by an external consultant
  - Training for the Senior Management Team
  - Wider employee involvement in Self Assessment
- NoEE Awards process
  - 4 employees, 6 assessments 2008-2010
  - 15 employees trained, 9 assessors 2011



## High Level Results

- ✓ A lot of positive strengths and results
- ✗ Underpinning **process** robustness not solid in all areas
- ✓ Good practice cross department review for safety and train service performance
- ✗ **Customer** service and **people** not managed in the same way
- ✗ Lots of **community** work – not structured or aligned to the business plan



# From Good to Great



# Improving the Business

- Improved **Strategic** Business Planning
  - Prioritisation and formulation of actions
  - Scope of results
  - Target setting & benchmarking
- Improved Business Plan reporting
  - Results
  - Delivery of Actions





# Improving the Business

- **Customer Service Management Group**
- **People Management Group**
- **Process Improvement**
  - Lean Visualisation
    - 10 Visualisation boards across the business
    - 110 Employees trained
- **Community Strategy**





# Economic Effects



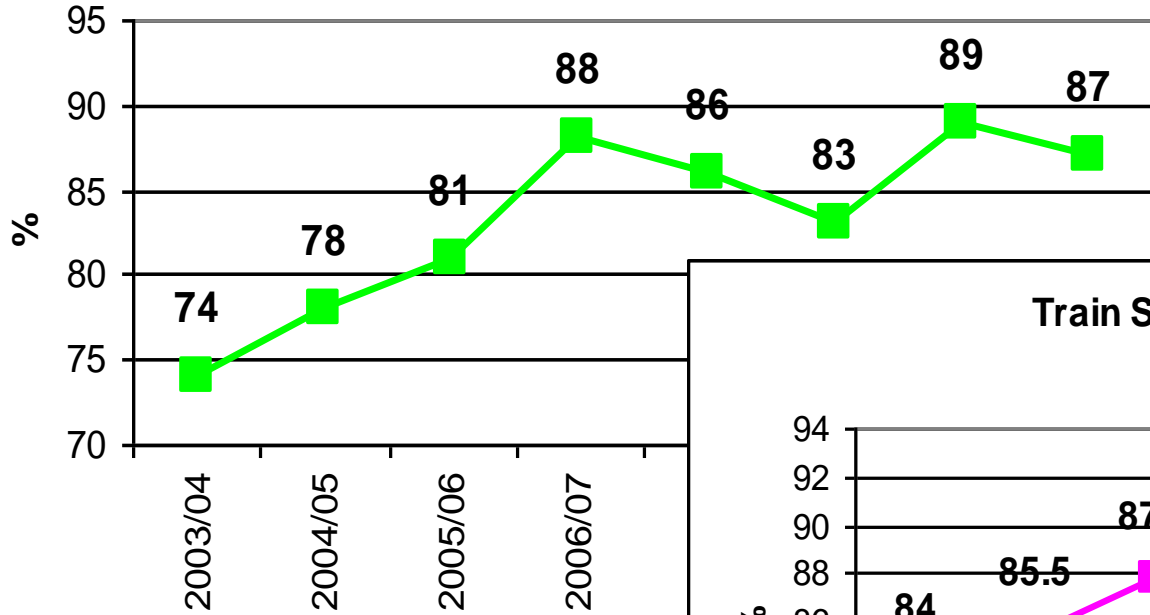
You can save up to 50%  
when you book in advance

- Value for Money
- New Products
- New Services
- New Website
- New Marketing Channels

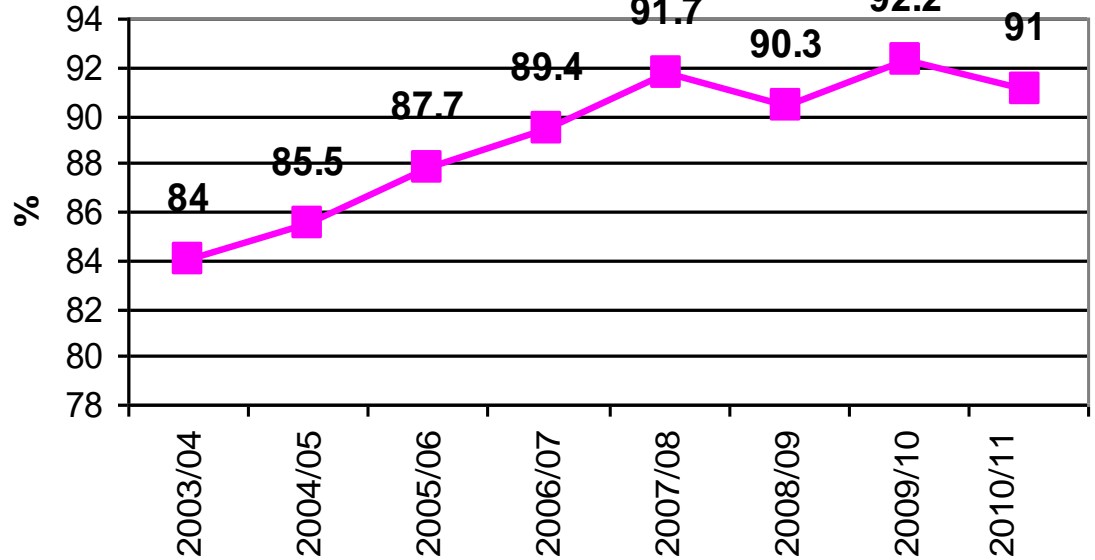


# Key Results

### Customer Satisfaction

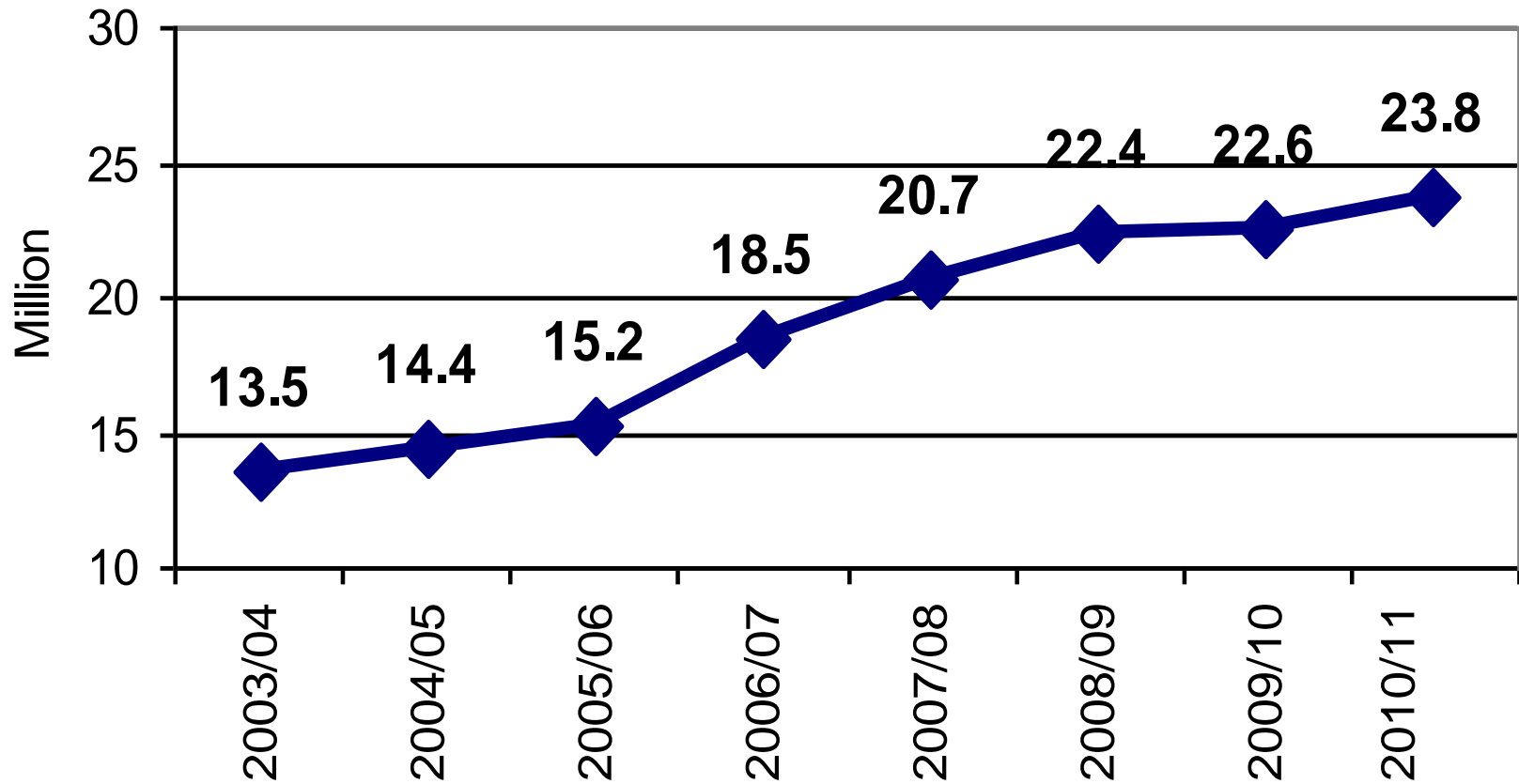


### Train Service Performance



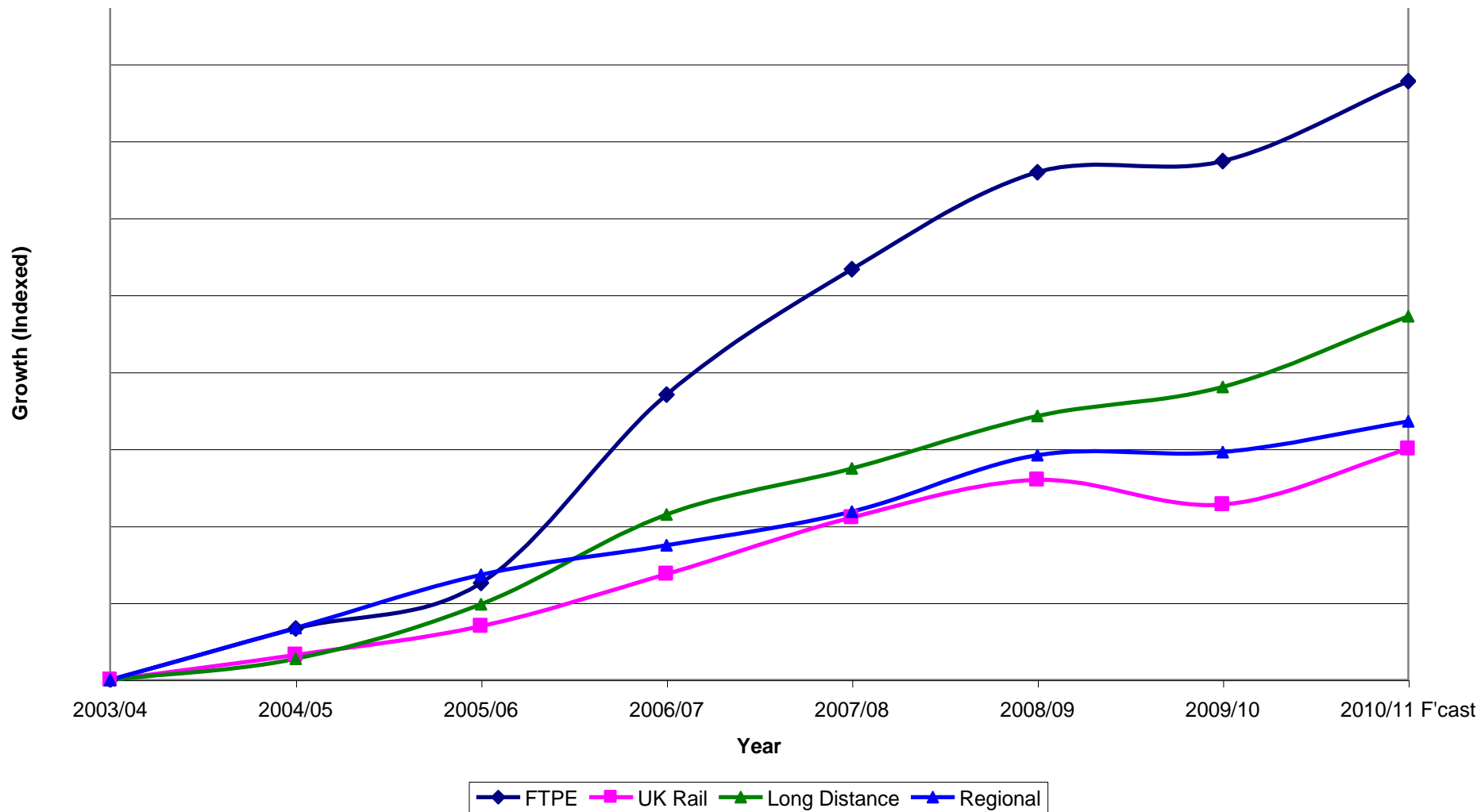


## Passenger Journeys





# Passenger Journeys





## Excellence Awards - 2010

- Demonstrate commitment to continuous improvement
- Recognition for employees
- Independent feedback to test Self Assessment
- Benchmarking
- To aid continuous improvement
- Strategic fit with objective of extending franchise



# Achievements

- 39 Industry Awards
- 2010 Passenger Operator of the Year
- 2010 North of England Excellence
  - Special Award Customer Results
  - Special Award Innovation Best Practice (Lean)
  - Special Award Sustainability / Society Award
- Recognised for Excellence 5 Star (Nov 10)
- Investors in People



# Excellence Journey





## Excellence in FTPE

- Been a critical friend & kept us honest
- Aided clarity, focus and prioritisation
- Encouraged improved process and review structure
- Provided detailed criteria based feedback
- Helped us deliver continuous improvement
- Provided opportunity for external recognition





# The Next Chapter ?



amazing offers!



Questions

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