

# Workplan report

Key objectives – 2015/16



Updated: 30/12/2015

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

Exceeding Expectations	Please include reasons for success
On Track	
Some concern over our ability to meet all of the objective	Please include reasons for barriers to success
Significant concern over our ability to meet any part of the objective	Please include reasons for barriers to success

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### 1. Work to improve the transport user experience

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	<b>Key Objectives:</b>				
1.1	Use our Bus Punctuality Project to refocus the bus industry, local government and Traffic Commissioners, including road shows on our research and the Traffic Commissioners' guidance	Six events held in Leeds, Bristol, Liverpool, Birmingham and London and Cambridge. All well attended by senior industry representatives from across many bus operators, local transport authorities and other industry stakeholder groups including Bus Users UK, Confederation of Passenger Transport and London TravelWatch. The "local" Traffic Commissioner presented at each of the events. Interesting issues raised and further actions proposed for us. There has been good feedback from the Traffic Commissioners and attendees who were able to raise concerns amongst local industry and authority colleagues.	A project review meeting took place on 1 September to assess the events. A summary of the issues arising and what further actions we should take were considered along with usual logistic and budget reviews. One of the issues arising from the meetings was the need to contact the smaller operators. Following this feedback the passenger team has prepared a short video from the Liverpool event about the guidance and work being done. This is being finalised and we will consider how we will promote this and what we hope to see in response. Other points from the review session will be shared to inform work planning discussions for 2016-17	Many of the barriers to improving punctuality need improved communications between different agencies which have been poor historically - we may be able to help facilitate some improvements in dialogue. Sharing punctuality data is an issue and funding for improvement work, especially as local authorities are cutting budgets and there are concerns that enforcement work will be cut. These and other issues were raised at the seminars and we will consider how we can help the impetus to improve from the meetings spread to actions and keep the issues highlighted in further contact with the industry	DS
1.2	Identify road users' priorities and work with Highways England to improve their experiences	Research complete to understand user priorities for improvement to the Strategic Road Network (SRN). Priorities among car and van drivers and motorcyclists were published in July 2015 and shared widely with stakeholders.	There has been a delay in finalising the publication setting out priorities for improvement research HGV drivers, however this will be published before Christmas 2015.  The top priority for improvement among all categories of SRN user is "improved quality of road surfaces" - and by a huge margin. We are currently exploring options for further research to understand what specifically road users want to see improved - is it bumpiness, is it potholes, is it surface noise, is it something else. This is important to ensure that Highways England address the right thing, not least in the way it resurfaces 80% of the network in the current Road Period.	Given the finding that "improved quality of road surfaces" is the top priority for improvement by a long way, it is not unreasonable to suppose that the design and maintenance standards the Highways Agency/Highways England have worked to do not deliver the level of quality road users want. Understanding more about what road users want to see improved is key - see previous cell - and it is likely that our research will result in greater focus in this area than might otherwise have been the case. Nevertheless it is worth noting that what users want might prove unaffordable to Government in the context of the 2015 spending review.	GD

### 2. Make a difference for transport users through long-term planning

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	<b>Key Objectives:</b>				

2.1	<p>Strengthen the passenger voice in rail franchise replacement and monitoring</p>	<p>Franchise strategy DfT additional budget for 15/16 confirmed at £190k and split between staff and research costs agreed. NDA agreed and signed.</p> <p>Franchise programme activity completed - Caledonian Sleeper and ScotRail franchises commenced operations. - East Coast - handover meeting with Passenger Team completed. - FGW DA, with Passenger Manager budget and NRPS targets - TPE DA, including NRPS targets - East Midlands DA, including NRPS targets</p> <p>Franchise competitions in progress Northern and TPE - Bid review completed. Award announcement due in December.</p> <p>East Anglia - Customer Experience Performance model finalised - includes KPIs measured by NRPS and mystery shops.</p> <p>Public profile - Panellist at UK Rail Industry Forum - Participant at private roundtable event with two transport ministers at Conservative fringe.</p>	<p>Franchise strategy - With Passenger Charter work now at reporting stage and compensation research about to be commissioned, the anticipated final project, potentially emotional tracking, to be discussed with new Head of Passenger Excellence and recently appointed Quality and Standards Manager. - Meetings with Peter Wilkinson and Simon Smith scheduled for 11/12 and 30/11 respectively. Both to discuss Transport Focus input into franchising programme, resourcing and policy issues.</p> <p>Franchise competitions in progress - in chronological order</p> <p>East Anglia - Contractual arrangements with DfT for Customer Experience Performance model to be finalised. - Meetings with shortlisted bidders in progress. - Bid review scheduled for December/Jan, with submission due 15/1/16. Training taking place on 1/12.</p> <p>South Western - Research debriefed 19 October. Report being prepared for publication. - Ongoing discussions with DfT including input into prospectus, bidders' day, consultation document and consultation events and NRPS targets. - Due to present at bidders' day in portsmouth 27 Nov and a series of consultation events between Nov-Jan. - Currently developing formal response to consultation that opened 12 Nov.</p> <p>West Coast - DfT announcement on 20 Nov that the start of the ICWC franchise is to be pushed back from Sept 17 to April 18. We will be meeting DfT to discuss the decision and possible impacts. - Research debriefed 30 September. Report being prepared for publication. - Ongoing discussions with DfT including input into prospectus, bidders' day, consultation document and consultation events. - Due to present at engagement day in Birmingham 9 Dec.</p> <p>West Midlands - Ongoing discussions with DfT and West Midlands Rail including input into prospectus, bidders' day, consultation document and consultation events. - Due to present at bidders' day in Birmingham 10 Dec.</p> <p>Wales and Borders - Liaison with David Beer and Diane McCrea. Opportunities to meet key players to be explored in 2016.</p> <p>Direct Awards West Midlands - Awaiting outcome of contract negotiations and confirmation of NRPS targets.</p> <p>Cross Country - Research fieldwork being carried out in Nov and Dec. - Ongoing discussions with DfT</p> <p>TfL Concessions - Ongoing meetings with shortlisted bidders in progress.</p> <p>Franchise research projects</p> <p>Passenger Charter - Research completed and report being prepared for publication. DfT are now preparing submission to the minister to approve publication of this research.</p> <p>Compensation research - Research agreed and brief out to tender with agencies.</p> <p>Innovation - Joined RDG Innovation Board Advisory Group and attended inaugural meeting. - Submitted comments on the VTEC Innovation Implementation Plan. - Second meeting scheduled for 7/12 in advance of review of TOC15 bids during late Dec/early Jan. Input will be dependent on actual timing and internal resource available.</p>	<p>General</p> <ul style="list-style-type: none"> <li>- Managing high level, and diverse range, of franchise activity, including unscheduled competition for SW. This is now exacerbated by a gap in resource and expertise available in P&amp;I team following Guy Dangerfield's move to RD role and departure of Jocelyn Pearson.</li> <li>- Timely publication of research and franchise submissions within a busy schedule.</li> <li>- Managing diverse requests for analysis of nrps and other research and ensuring that appropriate balance is struck between public data that should be widely shared and information specific to developing initiatives which should remain confidential. Decisions on who should fund additional analysis to flow from this.</li> </ul> <p>Franchise strategy</p> <ul style="list-style-type: none"> <li>- Level of resource that can be negotiated for research for specific franchise competitions.</li> <li>- Changes to DfT approach to requirements for and measurement of quality in franchises</li> </ul> <p>Innovation</p> <ul style="list-style-type: none"> <li>- Level and timing of input a potential challenge in relation to core franchising activity</li> </ul>	MH
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### 3. Understand the needs of transport users

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	Key Objectives:				

3.1	Boost the voice of bus passengers, through bus passenger priorities research and through reaching 50,000 passengers via the Bus Passenger Survey (BPS)	Final levels of participation on BPS 2015 for England are similar to those seen in 2014, but with Scotland reduced this year to First Bus only. Greater Manchester area this year has no co-funding from either TfGM or the main operators (Stagecoach and First), so we will be supporting this just ourselves, reducing the sample size considerably. Total target number of responses is 38,437, of which 2,300 are in Scotland. Lower levels of passenger participation this year means that final achieved number of responses will struggle to break the 40,000 figure. Presenting results of 2014-15 BPS results in Scotland to CPT national conference in Loch Lomond helped to reinforce local operator performance, areas for improvement and highlight joint working opportunities on BPS in Scotland for 2016-17.	Still chasing up some pro-forma agreement documents with co-funders. Fieldwork reaching conclusion, ending 25th November. Spot checks on-going, but limited resources for this. Reporting schedule being created, following discussions with DS, DB and Comms team. Decision made to hold a results 'launch' event, but need to finalise where. Mid-fieldwork review with agency took place on 6th November. Interim data run due late-November.  Although too late for this autumn's BPS survey, we have received more encouraging feedback from Transport Scotland regarding their involvement in BPS and finding funding. We need to continue these discussions now, to lay the groundwork for the 2016 BPS survey.	Boost funders lack funds, especially local authorities. IW  'Going it alone' in Greater Manchester, means a reduced sample size, and there are considerable politics behind how the results will be viewed, interpreted and used by interested parties that we need to be wary of.  Fieldwork update figures show some areas with low response rates, which has required a considerable number of top up shifts to be booked by the agency (they guarantee minimum 90% of target in each individual area). Impact of offering online survey option still to be assessed - latest figures show response rate for online at 24% vs. 32% for paper, but this is to be expected due to the demographic profile of those likely to take the online option (tend to be lower responders). Analysis of online responses show that there is a higher drop-out rate for those completing on a 'touch' device compared to a pc, with certain questions appearing to be particularly problematic for respondents - we are investigating.	
3.2	Enhance the usefulness and value for money of the National Rail Passenger Survey (NRPS) and Bus Passenger Survey through new research methods, ensuring they continue to be fit for purpose for years to come.	NRPS consultation feedback analysis in progress. Social media monitoring and pilot Emotional Monitor underway for South East Quadrant	Emotional tracking piloted in September for SE Quadrant. Moving some BPS interviewing online, and improving sampling and weighting	Stakeholders resistant to proposed changes. Conversely larger changes desired which require large scale piloting/calibration, which would need funding	IW
3.3	Promote the voice of road users, trialling new research methods with a view to developing a satisfaction survey for the future	An informal consultation on the draft questionnaire for New NRUSS has begun. Meetings with two key departments at HE have taken place, both of which provided very positive feedback on the new measure. Further meetings with ORR and DfT are happening over the next couple of weeks, prior to the consultative event with a wide range of stakeholders that is taking place at our London offices on 21 October.	Much progress has been made with DVLA with regards to using their Driver Licence Database for panel invites. A new contact at DVLA is pushing our request through and we expect it to reach board level before December. Currently there are some issues regarding the branding of the mailout - DVLA are saying they will only mail drivers using blank envelopes or TF branding. As this could impact negatively upon response rates, we are pushing for agreement to test the different branding (including DVLA) in the pilot for a decision to be made before New NRUSS proper begins. The brief for the pilot survey has been sent out to our preferred suppliers, with bids due on 11/10 for a decision to be made on 13/10. An informal consultation on the draft pilot questionnaire has also begun.	DVLA board rejects use of driver licence database or insists on conditions we find unworkable. Face to face and online data collection give different priorities for HGV drivers	IW

#### 4. Promote good practice in complaints handling and providing advice and advocacy

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	<b>Key Objective:</b>				
4.1	Handle cases where companies and passengers are deadlocked following a complaint, and gather intelligence to inform other areas of our work. We will achieve over 70% satisfaction with the way we deal with cases	Achieved 78% overall passenger satisfaction in November, up from 70% in October. YTD satisfaction now stands at 72%.  Resolved 171 passenger appeals in November with an average handling time of 28 days.  As at 23 December 2015, the operators with the highest active case load are Northern, ScotRail and Great Western Railway. The active appeal case load currently stands at 335.  The top comments raised by passengers for appeal cases resolved in November related to complaints handling, fares, retailing and refunds, penalty fares/unpaid fare notice/prosecution and train service performance.		At 78% overall satisfaction, we are now back in line with our target and have been able to overcome the issues that the team were facing with regards to appeal handling time during the last 6 months.  The number of incoming cases has again, increased slightly in November, which is indicative of weather disruption that many of the TOCs have experienced recently and resulting increased handling time of customer complaints by many customer relations departments. I expect that we will also see a high volume of incoming cases in December as a result of this. However, this influx is not unusual for this time of year.  Our average handling time has increased in November as a result of incoming case volumes. However, all of the SPTAs continue to maintain a steady and manageable workload.  Of the older cases that were affected by staffing issues in the summer months, the majority have now been closed. Any passengers whose cases have remained unresolved beyond the targeted SLA are being regularly kept informed of progress.	DS

# Workplan report

Full report – 2015/16



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	<b>Bus:</b>				
1.3	Work with Passenger Transport Executives and local authorities to improve bus passenger services • use our work on demand-responsive transport to identify solutions to bus service cuts	The recent engagement of PTEs has largely been focused on their active involvement in our Bus Punctuality events and close working on their funding support of the next Bus Passenger Survey and Tram Passenger Survey. Also talking actively with TfGM and others about the recently launched Buses Bill and what that may mean for passengers and local bus services.  Report on bus drivers (setting out their wider role and importance) published July and shared extensively with bus industry. Now following some leads to meet interested parties to see how this work can be delivered into businesses.	The team will continue to work with PTEs on actions that emerged from the 2014-15 BPS reports and the findings of our bus punctuality work.  Report on demand responsive research/case study in production (November). In addition we were asked by DfT to help with a series of five workshops (seven sessions) they hosted across England to explain the outputs from the draft Buses Bill. We were invited to talk at each event to explain the current experience and future needs of bus passengers to help set the context for questions and debate amongst the audiences from the operator and local transport authority/PTE audience. Upcoming meetings with the Director General of the West Yorkshire Combined Authority and Chair of the Merseytravel ITA to talk about our current work plan activities and future opportunities for closer working. October 2015 - provided evidence to the Merseytravel Scrutiny Committee which was looking at the issues of "short hop bus fares". Work will take place throughout DEcember and January to brief individual PTEs and PTEG on our new bus passenger trust/priorities for improvement and non-user work	The bus devolution agenda is emerging and we need to develop our input into passenger needs which will be informed by our new passenger research on priorities for improvement and trust/relationship.  Bus drivers - staff resources will inhibit the amount of follow up time available	DS

1.4	Encourage bus operators to value BPS results and see them as an important measure of their success and of their customers' feedback on areas to improve • work with operators with low scores to develop an action plan to improve	Final levels of participation on BPS 2015 for England are similar to those seen in 2014, but with Scotland reduced this year to First Bus only. Greater Manchester area this year has no co-funding from either TfGM or the main operators (Stagecoach and First), so we will be supporting this just ourselves, reducing the sample size considerably. Expecting in excess of 38,000 passenger responses in our remit area (England outside of London) which is on a par with our 2014 level.	As above - with view to achieving positive outputs and case studies. Discussions underway with authorities and operators for BPS 2015. Value of BPS being recognised in the level of response from previous and new areas. However two features also emerging: hesitation where impact factors such as major roadworks are foreseen. Also constraints on cost meaning some areas declining, but others cannot afford increases, so constraints applied to response levels to enable participation.  Working with Centro on improving service delivery in W.Mids, through Bus Satisfaction Working Group. Presented Spring 2015 BPS results, input to action plans and targets for monitoring delivery. Investigating proposal for Transport Focus to have a seat on their Bus Alliance Board. Developing programme of work work in November 2015 to start dialogue with potential partners for 2016-17 BPS and TPS work. Opportunity too through several bus devolution conferences and events to promote the value of BPS including at the UK Bus Awards where our Chair is presenting awards.	Potential for cost constraints to impact on ability for participation, particularly from authority areas. Discussing with areas about amending the time of year of our approach for funding, to fit more effectively with the timing of their budget process and feed into considerations. Potentially will lead to approaching for 2016 wave in autumn 2015.  Also looking to bring more consistency and 'fairness' to funding of areas in future, with regards to operator funding. General principle to consider is that where results are broken out for an operator then they should be contributing towards the survey.	DS
	Road:				
1.5	Publish initial qualitative research work on road users' experiences of the SRN. Use research to commence discussions with Highways Agency about policies and operations	Initial qualitative research published 30 March 2015 and widely disseminated. Copies of full report sent to senior staff at DfT, Highways England and ORR. Research has been, and continues to be, used as an excellent introduction for Transport Focus in discussions with stakeholders.			GD
1.6	Use research published on at least one road user priority identified and use results to make a difference for road users	Four areas of road user concern highlighted in the initial qualitative research have been included in the road user team 2015/16 work programme as subjects on which Transport Focus can make a difference. These are: i. Research into SRN user needs and experiences during incidents and roadworks, including information provision; ii. Research into SRN user needs and experiences regarding motorway and other service areas; iii. Providing advice to Highways England about how best to reflect the views of the end user in its concepts (e.g. Expressways) and designs; iv. Planning 2016/17 research into the impact of driver behaviour and attitudes on road user experience of the SRN	i, ii, and iii. are in progress with completion expected in the current financial year.	Although the Roads Team will have been fully staffed for only six months of the 2015/16 year, there is now less risk of iv. being deferred than previously indicated. However, overall 1.6 remains yellow because the "needs and experiences during incidents and roadworks" work is still being scoped.	GD
	Rail:				
1.7	Work with operators to improve passengers' experiences during disruption by publishing and using reports looking into winter resilience and extreme weather, communicating suicides on the railway and keeping passengers informed during engineering work (for example at Bath Station) • encourage greater transparency of performance data • look into the suitability of compensation regimes for season ticket holders who endure persistent delays	South East Quadrant (new workplan item) - Taskforce meetings are now monthly. Strong emphasis at the moment is around Christmas readiness in LSE. We attend weekly meetings on comms relating to Purley blockage and have positively influenced their planned comms and information. The taskforce continues to monitor NR and TOCs Performance Improvement Plan (PIP). NR reporting that all going to plan, but performance is not reflecting this as has been poor in recent weeks. SET are blaming Autumn leaf fall and GTR has introduced temporary off peak IT changes to try to recover services through the day to meet evening peak expectations. Basically, they are running too many trains that cannot cope with London Bridge redevelopment disruption. We are in continual discussion with GTR on this. - The latest monthly Social Media report covering 6 Oct to 2 November was discussed at latest SEQ call. Key point made was that passengers are still highlighting through twitter that they are not being kept informed during disruption., with particular dissatisfaction around information relating to lack of drivers. This will be addressed at a workshop that we are running on 2 December with members.  Bath Engineering report published December. Providing advice and insight to the FGW project planning team on passenger needs – including information, compensation and rail replacement bus services - in the run up to and during the disruption. Work includes a 3 wave research piece to understand levels of passenger awareness, information requirements and satisfaction with levels with information. Wave 3 now completed.  Extreme Weather report published. Presentation to Transport Scotland, ScotRail and Network Rail into passenger expectations on extreme weather. Our input and report recommendations being taken into account when planning for such events.  Communicating Suicides report published. Meeting to brief GTR in December.	Transparency - ongoing meetings with NR about quarterly Proactive publications. April meeting included further discussion about disaggregation and providing time series of right time figures. Also discussed scope to open up NRPS data from NR boost and cross-promotion opportunities for the August tranche which will be passenger focused.  South East Quadrant. Emotional Monitoring: pilot of an approach to provide weekly monitoring of passengers' emotional journey experience using an app to collect daily feedback is about to finish. This will run until April 2016.  Delays and Compensation Update research looking at compensation and barriers to claiming for DfT. Research starting March 2016.	Internal staff changes and re-allocation of resources to the South East Quadrant work reduce ability to react to events and limit the amount of resource available to follow up opportunities with the planned research.  Emotional monitoring. Cost implications of extending to March 2016.	MH
1.8	Investigate initiatives to improve understanding of and tackle overcrowding, and promote best practice		Discussions with franchise bidders, PTEs, Rail North and rolling stock manufacturers about additional/improved capacity in north across the Northern and TPE networks	Longer term benefits to emerge as franchise decisions are announced. Issues exposed again in August within Northern franchise of rolling stock cascade ahead of franchise award decision having potential for reduction in quality of quantity of rolling stock	DS

1.9	<p>Encourage Train Operating Companies (TOCs) to value NRPS results and see them as an important measure of their success and of their customers' feedback on areas to improve</p> <ul style="list-style-type: none"> <li>work with TOCs with low scores to develop action plan to improve</li> </ul>	<p>Linda spent time with staff at GTR new office week commencing 23 November to understand key workstreams to prioritise as part of two days a week allocation of resource to the TOC. GTR are keen for her to concentrate on PIDD, SEQ and also working closely with them to improve NRPS and franchise target measure, PEM. She is attending GTR internal Customer Satisfaction forums that is attended by their senior management to assist them drive up NRPS through monitoring effectiveness of the actions they have identified. The forum is new and is likely to be held monthly as seen as a priority.</p> <p>Meeting with ScotRail on 24 August to discuss detailed action plans and best practice to improve NRPS results</p> <p>NRPS refresh - we have consulted with TOCs for their views on our proposed changes to NRPS</p> <p>Meeting with Transport Scotland to discuss NRPS and SQUIRE regimes.</p>	<p>Transparency - ongoing meetings with NR about quarterly Proactive publications. April meeting included further discussion about disaggregation and providing time series of right time figures. Also discussed scope to open up NRPS data from NR boost and cross-promotion opportunities for the August tranche which will be passenger focused.</p> <p>With focus on trying to improve NRPS delay handling scores GWR have put in place a number of initiatives including running staff focus groups, which NH observed and contributed feedback</p> <p>Emotional Monitoring: pilot of an approach to provide weekly monitoring of passengers' emotional journey experience using an app to collect daily feedback is about to begin.</p> <p>Working with ATW on action plans to improve reliability &amp; punctuality satisfaction. Particular emphasis being placed on right time performance. Also working with both ATW and GWR on improving service delivery for Rugby World Cup</p> <p>NRPS refresh - analysis of consultation feedback in progress</p>	<p>We need to capture and report the outcomes and successes from our more recent work with TOCs</p>	DS
1.10	<ul style="list-style-type: none"> <li>Highlight passenger 'value for money' perceptions, and respond to Government policy regarding fares and ticketing</li> <li>Improve ticket retailing, including smartcards</li> <li>Work with ORR on its retail market study and proposed ticket information code of practice</li> </ul>	<p>ORR Published Retail Market Review in June. Contained numerous references to our research. Presentation to ORR conference. Response submitted September</p> <p>Meeting with CMA re block exemption for public ticketing (i.e. legal provision that allows operators to collaborate on pricing/ticketing). Response submitted September.</p> <p>Participating in working group looking at contactless payment (involving the industry, DfT and the credit/debit card providers): presentation given on passenger attitudes and follow up sessions held to better explain passenger aspirations and issues.</p> <p>Revenue Protection - presentation to all SET revenue protection staff by Jocelyn and whole day accompanying them at work</p> <p>Attended ministerial summit on fares and ticketing (July) - set out passenger issues/concerns with fare structures and ticketing.</p> <p>Attended ATOC session on 'design guidelines for Ticket Vending Machines' July 2015</p> <p>Report published on industry approach to 'lost property'</p> <p>Producing fares 'grids' showing impact of the January 2016 fare increases</p>	<p>Await results from DfT consultation on Penalty Fares</p> <p>Compiling examples of fares anomalies and ticketing irregularities with a view to producing a consumer guide in the New Year</p>		MH
1.11	<p>Ensure the passenger voice is heard in policy consultations – for example on revisions to the National Rail Conditions of Carriage</p>	<p>Responded to consultations: Network Rail East Midland Route Strategy, DfT Penalty Fares. Met with BTPA to discuss strategic policing plan</p> <p>New version of Conditions of Carriage produced - contains two significant wins for passengers (cash compensation and duplicate tickets)</p> <p>Responded to the CMA consultation on 'competition in passenger rail services in Great Britain.</p>	<p>Further review of National Rail Conditions of Carriage (to take into account changes to consumer protection regulation)</p>	<p>Resource availability is the main risk.</p>	MH

## 2. Make a difference for transport users through long-term planning

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	<p>Key Objectives:</p>				

2.1	<p>Strengthen the passenger voice in rail franchise replacement and monitoring</p>	<p>Franchise strategy DfT additional budget for 15/16 confirmed at £190k and split between staff and research costs agreed. NDA agreed and signed.</p> <p>Franchise programme activity completed - Caledonian Sleeper and ScotRail franchises commenced operations. - East Coast - handover meeting with Passenger Team completed. - FGW DA, with Passenger Manager budget and NRPS targets - TPE DA, including NRPS targets - East Midlands DA, including NRPS targets</p> <p>Franchise competitions in progress Northern and TPE - Bid review completed. Award announcement due in December.</p> <p>East Anglia - Customer Experience Performance model finalised - includes KPIs measured by NRPS and mystery shops.</p> <p>Public profile - Panellist at UK Rail Industry Forum - Participant at private roundtable event with two transport ministers at Conservative fringe.</p>	<p>Franchise strategy - With Passenger Charter work now at reporting stage and compensation research about to be commissioned, the anticipated final project, potentially emotional tracking, to be discussed with new Head of Passenger Excellence and recently appointed Quality and Standards Manager. - Meetings with Peter Wilkinson and Simon Smith scheduled for 11/12 and 30/11 respectively. Both to discuss Transport Focus input into franchising programme, resourcing and policy issues.</p> <p>Franchise competitions in progress - in chronological order</p> <p>East Anglia - Contractual arrangements with DfT for Customer Experience Performance model to be finalised. - Meetings with shortlisted bidders in progress. - Bid review scheduled for December/Jan, with submission due 15/1/16. Training taking place on 1/12.</p> <p>South Western - Research debriefed 19 October. Report being prepared for publication. - Ongoing discussions with DfT including input into prospectus, bidders' day, consultation document and consultation events and NRPS targets. - Due to present at bidders' day in portsmouth 27 Nov and a series of consultation events between Nov-Jan. - Currently developing formal response to consultation that opened 12 Nov.</p> <p>West Coast - DfT announcement on 20 Nov that the start of the ICWC franchise is to be pushed back from Sept 17 to April 18. We will be meeting DfT to discuss the decision and possible impacts. - Research debriefed 30 September. Report being prepared for publication. - Ongoing discussions with DfT including input into prospectus, bidders' day, consultation document and consultation events. - Due to present at engagement day in Birmingham 9 Dec.</p> <p>West Midlands - Ongoing discussions with DfT and West Midlands Rail including input into prospectus, bidders' day, consultation document and consultation events. - Due to present at bidders' day in Birmingham 10 Dec.</p> <p>Wales and Borders - Liaison with David Beer and Diane McCrea. Opportunities to meet key players to be explored in 2016.</p> <p>Direct Awards</p> <p>West Midlands - Awaiting outcome of contract negotiations and confirmation of NRPS targets.</p> <p>Cross Country - Research fieldwork being carried out in Nov and Dec. - Ongoing discussions with DfT</p> <p>TfL Concessions - Ongoing meetings with shortlisted bidders in progress.</p> <p>Franchise research projects</p> <p>Passenger Charter - Research completed and report being prepared for publication. DfT are now preparing submission to the minister to approve publication of this research.</p> <p>Compensation research - Research agreed and brief out to tender with agencies.</p> <p>Innovation - Joined RDG Innovation Board Advisory Group and attended inaugural meeting. - Submitted comments on the VTEC Innovation Implementation Plan. - Second meeting scheduled for 7/12 in advance of review of TOC15 bids during late Dec/early Jan. Input will be dependent on actual timing and internal resource available.</p>	<p>General</p> <p>- Managing high level, and diverse range, of franchise activity, including unscheduled competition for SW. This is now exacerbated by a gap in resource and expertise available in P&amp;I team following Guy Dangerfield's move to RD role and departure of Jocelyn Pearson.</p> <p>- Timely publication of research and franchise submissions within a busy schedule.</p> <p>- Managing diverse requests for analysis of nrps and other research and ensuring that appropriate balance is struck between public data that should be widely shared and information specific to developing initiatives which should remain confidential. Decisions on who should fund additional analysis to flow from this.</p> <p>Franchise strategy - Level of resource that can be negotiated for research for specific franchise competitions.</p> <p>- Changes to DfT approach to requirements for and measurement of quality in franchises</p> <p>Innovation -Level and timing of input a potential challenge in relation to core franchising activity</p>	MH
	Rail:	Customer Experience Model finalised with DfT			
2.2	Continue the HS2 Passenger Panel		Working with HS2 to promote the panel internally at HS2. In addition to the bi-monthly reports we are also producing a one-page infographic style report to use as a poster at HS2 offices. Next workshop with panellists and HS2 stakeholders will be held in London on 28th Nov at HS2 offices.		IW

2.3	Increase the passenger voice in the next High-Level Output Strategy (HLOS) 2019-24 – in particular punctuality targets	<p>Responded to three Network Rail route studies; Great Western, East Midlands and Welsh routes, with evidence on passenger priorities for future service provision and development.</p> <p>Attended industry working group looking at performance metrics for CP6 (covering how to provide right-time and the provision of personalised 'my train' information).</p> <p>Contributed to the Shaw and Bowe reviews of Network Rail and made a written submission to 'Shaw'. The Bowe report emphasised the importance of engaging with passengers.</p>	Initial input via punctuality research (influencing performance metric) - see para 3.8 below		MH
	Road:				
2.4	Use road user evidence to understand how we can influence the second RIS	Our initial qualitative research, the priorities for improvement research and analysis of the last four years of National Road User Satisfaction Survey data give a good feel for the key issues Transport Focus should be advocating as user priorities for the second Roads Period (2020-2025).	We are continuing to engage with DfT, ORR and Highways England over Transport Focus's involvement in the development of RIS2, including whether additional research will be required.		GD
	Bus:				
2.5	Work to ensure any revised regulation of bus services focuses on improving the things that matter most to passengers	<p>Submissions on TfGM quality bus partnership and MetroBus (Bristol) quality bus partnership consultation.</p> <p>We helped the DfT set the passenger perspective by presenting highlights of our research about the current experience and future needs of bus passengers at a small series of workshops, organised by the DfT, across England September and October 2015. The workshops aimed to explain the outputs from the Buses Bill and collate feedback from stakeholders. West Midlands Bus Alliance: Centro is setting up a Bus Alliance Board with operators and has asked Transport Focus to be on the board. The initial meeting to discuss parameters, key objectives etc was in November.</p> <p>The DfT "Bus Reform" workshops started at end of September. We spoke at all five events in Birmingham, London, Bristol, Leeds and Manchester. We are setting the passenger perspective in terms of the current offer to bus passengers as evidenced through BPS, some emerging themes from our ongoing bus passenger research on priorities for improvement and passenger trust and finally setting out other factors that we would want to see in any new bus franchising arrangements. Also presented what we know of the bus passenger experience as evidenced through BPS and the emerging headline results of the "bus passenger trust" work at a conference in London "Local Bus Services Under the New Government".</p>	<p>Research fieldwork underway with passengers across several areas of England to capture bus passengers' priorities for improvement and levels of trust, and barriers to use for non users. Looking to publish February 2016</p> <p>Initial discussion with DfT re Buses Bill. Also held discussions with CPT and PTEG on their emerging priorities for any Buses Bill. Spoke at a conference in December 2015 facilitated by CPT "A smart road to devolution - The Role of the Bus". Presenting early results of our bus passenger trust/priorities for improvement and non-user work to DfT Bus &amp; Taxis team including key personnel who are leading on the drafting process for the Buses Bill. Will follow up after this session for deeper conversations with the Bill team.</p>	Longer term activity as bus devolution takes hold.	MH
	Cross-Modal:				
2.6	Ensure any devolution in administering and delivering transport services focuses on improving the things that matter to users	Responded to National Transport Plan for Wales consultation, giving evidence of passenger priorities and satisfaction, to direct quality improvements in implementing and developing services in Wales. Transport Focus conference organised and promoted to stakeholders for Edinburgh in September already seeing a fantastic response in terms of numbers and seniority of key stakeholders attending.	<p>Member of Scottish Government Consumer and Competition Policy for Scotland working group providing input to ensure an effective system of consumer advice that allows Scottish consumers simplified access to appropriate information</p> <p>Research carried out at Inverness station was presented to the Hitrans Board on 4th September. Research was received positively. Report due to be published in Dec 2015.</p> <p>National Assembly for Wales Rail Infrastructure inquiry now postponed until spring, to allow for results of Network Rail Wales Route consultation. Have provided advice on terms of reference and will assist with arrangements for stakeholder event for user groups to discuss with AMs and will provide written and possibly oral evidence to committee evidence sessions in spring term.</p> <p>Currently working with National Assembly for Wales on their Bus industry inquiry, providing input to their terms of reference and advice towards recommended witnesses. Producing written submission of evidence and experience of our bus research, to maintain and strengthen our voice in Wales</p> <p>Responding to request from Welsh Conservatives to provide input to manifesto policy preparation, ahead of National Assembly elections in May 2016.</p> <p>Welsh local government reorganisation in progress. Currently monitoring potential outcomes to devise strategy for connecting and working with new landscape.</p>	National Assembly elections: - confirmed that current Transport Minister, Edwina Hart AM, will not be standing in May 2016 elections. Current not-for-dividend approach to next rail franchise has been her personal policy. Need to monitor any changes in policy and expectations with new administration.	DS

### 3. Understand the needs of transport users

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	Key Objectives:				

3.1	Boost the voice of bus passengers, through bus passenger priorities research and through reaching 50,000 passengers via the Bus Passenger Survey (BPS)	Final levels of participation on BPS 2015 for England are similar to those seen in 2014, but with Scotland reduced this year to First Bus only. Greater Manchester area this year has no co-funding from either TfGM or the main operators (Stagecoach and First), so we will be supporting this just ourselves, reducing the sample size considerably. Total target number of responses is 38,437, of which 2,300 are in Scotland. Lower levels of passenger participation this year means that final achieved number of responses will struggle to break the 40,000 figure. Presenting results of 2014-15 BPS results in Scotland to CPT national conference in Loch Lomond helped to reinforce local operator performance, areas for improvement and highlight joint working opportunities on BPS in Scotland for 2016-17.	Still chasing up some pro-forma agreement documents with co-funders. Fieldwork reaching conclusion, ending 25th November. Spot checks on-going, but limited resources for this. Reporting schedule being created, following discussions with DS, DB and Comms team. Decision made to hold a results 'launch' event, but need to finalise where. Mid-fieldwork review with agency took place on 6th November. Interim data run due late-November.  Although too late for this autumn's BPS survey, we have received more encouraging feedback from Transport Scotland regarding their involvement in BPS and finding funding. We need to continue these discussions now, to lay the groundwork for the 2016 BPS survey.	Boost funders lack funds, especially local authorities.  'Going it alone' in Greater Manchester, means a reduced sample size, and there are considerable politics behind how the results will be viewed, interpreted and used by interested parties that we need to be wary of.  Fieldwork update figures show some areas with low response rates, which has required a considerable number of top up shifts to be booked by the agency (they guarantee minimum 90% of target in each individual area). Impact of offering online survey option still to be assessed - latest figures show response rate for online at 24% vs. 32% for paper, but this is to be expected due to the demographic profile of those likely to take the online option (tend to be lower responders). Analysis of online responses show that there is a higher drop-out rate for those completing on a 'touch' device compared to a pc, with certain questions appearing to be particularly problematic for respondents - we are investigating.	IW
3.2	Enhance the usefulness and value for money of the National Rail Passenger Survey (NRPS) and Bus Passenger Survey through new research methods, ensuring they continue to be fit for purpose for years to come.	NRPS consultation feedback analysis in progress. Social media monitoring and pilot Emotional Monitor underway for South East Quadrant	Emotional tracking piloted in September for SE Quadrant. Moving some BPS interviewing online, and improving sampling and weighting	Stakeholders resistant to proposed changes. Conversely larger changes desired which require large scale piloting/calibration, which would need funding	IW
3.3	Promote the voice of road users, trialling new research methods with a view to developing a satisfaction survey for the future	An informal consultation on the draft questionnaire for New NRUSS has begun. Meetings with two key departments at HE have taken place, both of which provided very positive feedback on the new measure. Further meetings with ORR and DfT are happening over the next couple of weeks, prior to the consultative event with a wide range of stakeholders that is taking place at our London offices on 21 October.	Much progress has been made with DVLA with regards to using their Driver Licence Database for panel invites. A new contact at DVLA is pushing our request through and we expect it to reach board level before December. Currently there are some issues regarding the branding of the mailout - DVLA are saying they will only mail drivers using blank envelopes or TF branding. As this could impact negatively upon response rates, we are pushing for agreement to test the different branding (including DVLA) in the pilot for a decision to be made before New NRUSS proper begins. The brief for the pilot survey has been sent out to our preferred suppliers, with bids due on 11/10 for a decision to be made on 13/10. An informal consultation on the draft pilot questionnaire has also begun.	DVLA board rejects use of driver licence database or insists on conditions we find unworkable. Face to face and online data collection give different priorities for HGV drivers	IW
	Bus:				
3.4	Investigate effectiveness of demand responsive transport as compared with scheduled services	Demand responsive transport (DRT) research completed in three regions and initial findings were presented by Define on 30 April. Initial results of work discussed has been with the areas covered. We also discussed potential use of the report in policy work with the Local Government Association and the Community Transport Association. The research areas are working with us to provide the background about their choice of DRT for our findings.	Publication of the report is delayed. Consideration is being given about how to promote the findings most usefully, especially as many areas are using some elements of DRT in their transport plans. We have maintained a database of areas we spoke to initially and our research can help authorities looking to use DRT understand what the passengers' experience has been. It can help those planning understand what can be achieved and the limitations of the schemes.	Many areas are using some form of DRT and we have to consider how our research will be most useful. We do not want the research to go unnoticed or used.	IW
3.5	Publish research enabling us to better understand passengers' trust in the bus industry	Fieldwork complete.	Publication in February 2016		IW
3.6	Working with industry and Welsh Government to promote and develop the commissioning of a bus passenger survey in Wales		Developed a BPS proposal for Welsh Assembly Government and Operators to consider. Presented at Minister's advisory panel (PTUAP) and recommendation is going forward to the Minister. Also presented to bus operators' collective (CPT). They are not able to boost financially as a group. Pursued individually with operators, however declined due to funding constraints. Proposal amended for Minister to consider full funding. No formal response, however civil servants advised unlikely. Deadline for inclusion in 2015 BPS now expired. Will consider for 2016.	CPT not giving financial backing may have influenced operators not to act individually. Minister unlikely to give Welsh Gov funding to complete package. Will amend approach and re-apply when budgets are being considered in the autumn.	DS
	Rail:				
3.7	Publish autumn and spring National Rail Passenger Survey - including more route-based NRPS data, at-a-glance charts and open data on our website	Comms developed some infographics for follow-on media use that have proved popular. NRPS data explorer updated and open data published for latest Spring wave on the morning of publication (25/06).	Fieldwork for autumn 2015 NRPS has now finished. Analysis in progress.	Adding verbatims to open data requires different data handling, best addressed in new NRPS contract	IW
3.8	Publish research looking into passengers' views on punctuality and performance	Research published 5th Nov. The results have been disseminated via meetings, presentation and through franchising to push for the use of right-time performance metrics.			IW
	Road:				
3.9	<ul style="list-style-type: none"> <li>Publish our initial qualitative exploration of road user opinions and experiences</li> <li>Conduct research to understand user priorities</li> </ul>	<p>The priorities of car and van drivers and motorcyclists has now been published</p> <p>Currently reviewing options for approaching HGV drivers caught up in Operation Stack (when next invoked) with a view to collecting feedback on their experience. In discussions with Eurotunnel, Port of Dover and DFDS/P&amp;O over where best to conduct fieldwork; draft questionnaire under development</p>	Priorities of HGV drivers and haulage industry fleet managers to follow during the summer.	Face to face and online data collection give different priorities for HGV drivers	IW

3.10	<ul style="list-style-type: none"> <li>Conclude and publish a road user research methodology study, and discuss with stakeholders</li> <li>Trial new research methods with a view to developing a new satisfaction survey for the future</li> </ul>		The study of research methodology for measuring road user satisfaction is complete and has been shared with DfT, Highways England and ORR – due for publication Summer 2015. Current focus is on discussions with DVLA about their inviting individual driver's licence-holders to be part of a Transport Focus panel. Signs positive, although still subject to DVLA board approval. Once agreed, the focus will be on developing pilots of the new methodology. Work to begin shortly on preparing tender documents for Transport Focus to procure continuation of the existing National Road User Satisfaction Survey from April 2016, to run in parallel with its replacement.	DVLA board rejects use of driver licence database or insists on conditions we find unworkable.	IW
	Tram:				
3.11	<ul style="list-style-type: none"> <li>Use the results from the first and second TPS to drive improvements for passengers</li> <li>Repeat the TPS, and secure a longer-term funding model</li> <li>Secure buy-in from more areas</li> </ul>	Contract for 2015 TPS awarded to BDRC. Discussions with funders has resulted in a repeat of the 2014 survey, so the same 6 networks will be taking part. The expansion of Nottingham and Manchester networks means that we will be covering an additional two lines this year, with a slight increase in number of responses. Increased costs for TfGM were reluctantly agreed to, but we are still in discussion with the local operator to see if they can share some of the funding.	Fieldwork reaching conclusion, finishing 25th November. Spot checks to be carried out, where possible (limited resources for this). Reporting schedule being created, following discussions with DS, DB and Comms team. Results 'launch' event to be planned for 19th April. Reporting meeting held with agency to discuss potential amendments to report contents this time - new mock-ups to be reviewed.	<p>Croydon still desirable addition but no one wants to fund (and we cannot).</p> <p>TfGM had some reservations around taking part, given schedule of construction work on their lines, which has resulted in us delaying start to their fieldwork by 2 weeks. They have also asked us to include more context around the differences between networks in our reports and survey launch event, to allay fears that local media will only look at the 'league tables' of results.</p> <p>No funding from Nottingham (as usual, despite contacting the operator as well as the local authority this year) means that the 250 target responses will have to be split across the two lines, rather than increasing the sample to account for the increased number of lines.</p> <p>West Midlands have engineering works for 5-6 weeks starting on 22nd October, with risk that this could over-run. Plan is to get between half and two thirds of fieldwork completed before this date.</p>	IW
	Coach:				
3.12	<ul style="list-style-type: none"> <li>Carry out a coach passenger satisfaction survey</li> <li>Present it to the industry and discuss any issues of concern highlighted in the survey results</li> </ul>	Meeting with Head of Insight on 20 October 2015 with John Giddings, Interim Customer Experience Director and Adam Partridge, Head of Customer Insight at National Express. An overview of our research and new remit was given and the value of carrying out coach passenger research was discussed.	We are to provide some suggestions about future work for consideration by National Express.	NX as dominant operator may not see added value of benchmarking. Do a lot of their own work.	DS / IW
	Cross-Modal:				
3.13	Produce regional, cross-modal satisfaction reports where possible		Will be part of TPS and other output	Need to ensure common questionnaire wording across modes where possible	IW
3.14	<ul style="list-style-type: none"> <li>Continue to develop the Smarter Ticketing programme, including</li> <li>publish research looking at passenger issues surrounding ticket innovation</li> <li>promote the views of passengers in the South East Flexible Ticketing scheme</li> <li>publish our report on the c2c Smart Ticketing pilot</li> <li>publish reports on local smart ticketing bus pilots, for example Brighton and Hove and Norfolk</li> <li>prioritise the interests of passengers in the Smart Ticketing for Wales scheme</li> </ul>	<p>Preparing publication of Ticketing innovation (carnets), South East Flexible Ticketing, both should be published in October. c2c presented and report being written with publication due later in the year. Brighton and Hove project fieldwork to complete in September and debrief planned for October. Extra team member for Smart for 12 months (from Smart budget)</p> <p>Presented our work at CILT (Chartered Institute of Logistics and Transport) seminar in early July and at ATCO (Association of Transport Co-ordinating Officers) Annual Conference in June. Met with Centro to discuss smart ticketing and possibilities of working together on research in the future. Presented at Transport Card Forum 24th September. Presented at Smart Ticketing conference 24th November, well received. Attended TFN horizon scanning workshop (presented passenger view) and Cambridge Smart cities workshop.</p>	Ongoing discussions about new projects for this year - several meetings held to discuss several potential new projects around: carnets, contactless, Northern Powerhouse, use of mobiles for ticketing and how paper tickets are currently used. Transport for the North project is underway - initial reporting before Christmas 2015.		IW

#### 4. Promote good practice in complaints handling and providing advice and advocacy

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
	Key Objective:				

4.1	<p>Handle cases where companies and passengers are deadlocked following a complaint, and gather intelligence to inform other areas of our work. We will achieve over 70% satisfaction with the way we deal with cases</p>	<p>Achieved 78% overall passenger satisfaction in November, up from 70% in October. YTD satisfaction now stands at 72%.</p> <p>Resolved 171 passenger appeals in November with an average handling time of 28 days.</p> <p>As at 23 December 2015, the operators with the highest active case load are Northern, ScotRail and Great Western Railway. The active appeal case load currently stands at 335.</p> <p>The top comments raised by passengers for appeal cases resolved in November related to complaints handling, fares, retailing and refunds, penalty fares/unpaid fare notice/prosecution and train service performance.</p>		<p>At 78% overall satisfaction, we are now back in line with our target and have been able to overcome the issues that the team were facing with regards to appeal handling time during the last 6 months.</p> <p>The number of incoming cases has again, increased slightly in November, which is indicative of weather disruption that many of the TOCs have experienced recently and resulting increased handling time of customer complaints by many customer relations departments. I expect that we will also see a high volume of incoming cases in December as a result of this. However, this influx is not unusual for this time of year.</p> <p>Our average handling time has increased in November as a result of incoming case volumes. However, all of the SPTAs continue to maintain a steady and manageable workload.</p> <p>Of the older cases that were affected by staffing issues in the summer months, the majority have now been closed. Any passengers whose cases have remained unresolved beyond the targeted SLA are being regularly kept informed of progress.</p>	DS
Rail Passengers:					
4.2	<p>Explore new methods of handling passenger contact/appeals</p> <ul style="list-style-type: none"> <li>work with the DfT on the implementation of Alternative Dispute Resolution (ADR) within the rail industry</li> </ul>	<p>We are undertaking a review of our approach with passengers, focusing firstly on short term amendments to our processes. This involves consultation with internal and external stakeholders, and an analysis of the passenger feedback we have received over the last year. Later this year, we will broaden this out to explore longer term aspirations.</p> <p>To complement ORR's new focus on quality, Transport Focus proposed a satisfaction survey for passenger complaints. We are working closely with ORR to implement a new TOC-wide passenger satisfaction survey, which will be sent to a sample of passengers at the end of their complaint with an operator. This is a very positive step for the rail industry in monitoring quality of complaints handling. NRPS categories shared with ORR to help their early work to define complaint categories which will form a key part of their work to draft a generic passenger satisfaction survey that will assess how TOCs have handled individual complaint cases.</p>	<p>The ADR directive has now come in to force and the industry are now required to signpost to the residual ADR body, as per requirements of the directive. However, passengers are being and will continue to be advised to contact Transport Focus as normal with their unresolved complaints - the obligation of operators in relation to ADR is not to utilise the ADR body, but rather, to direct passengers to same.</p> <p>We continue to work closely with ORR and the industry with regards to implementation of the ADR directive.</p>	Await any decision by DfT on ADR in rail.	DS
4.3	<p>Work with the ORR on the development and implementation of the new rail industry complaints handling procedure and quality measures</p> <ul style="list-style-type: none"> <li>work with the industry to formalise a TOC complaints handling audit programme, with a view to developing a "complaints handling audit" product</li> </ul>		<p>The consultation phase as now been completed and the final CHP guidance was published on 30 September.</p> <p>A transition period is now taking place, whereby license holders are required to submit revised CHP's for sign-off, in line with the new guidance. It is expected that the entire CHP sign-off process will take 6-9 months and Transport Focus will be heavily involved throughout – in terms of commenting on and providing evidence for CHPs and attending ongoing industry working groups on this topic. To date, we have commented on Merseyrail, EMT and ScotRail draft CHPs</p> <p>As part of the new guidance, license holders are required to establish an appeal protocol with TF and LTW, where the passenger body requires same. We have met with LTW to discuss establishing a common ground in terms of appeal protocol and are currently drafting a proposed appeal protocol.</p> <p>We attended an ORR workshop on the Complaint Handling Guidance and as part of same, facilitated a session on the proposed TF/LTW appeal protocol. This session was intended as an introduction by the passenger bodies to the industry on what the protocol would include. A further workshop is to take place in the new year, at which the protocol will be finalised and agreed.</p>		DS
4.4	<p>Ongoing work:</p> <ul style="list-style-type: none"> <li>handle enquiries from passengers, and intervene in issues raised from complaints</li> <li>engage proactively with TOCs to help improve first-time complaint resolution</li> <li>carry out in depth complaints reviews with up to four train companies</li> <li>ensure the results of these reviews are understood and are acted upon</li> <li>comment on, and seek to make improvements to, proposed complaints handling procedures by TOCs and their application</li> <li>release complaints handling data onto our online data explorer</li> </ul>		<p>We have now completed the series of complaint handling reviews. We have conducted review of key findings, recommendations and put together a brief good practice guide that will be circulated within the industry in the new year.</p>		DS

## 5. Improving access to services for transport users

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
5.1	Investigate the experiences of bus passengers with disabilities <ul style="list-style-type: none"> <li>analyse NRPS, TPS and BPS to assess the views of those with disabilities</li> <li>ensure that the views of those with disabilities are captured in our research programme</li> <li>publish research looking into disabled passengers' views of Smart Ticketing</li> <li>comment on and seek to improve operators' proposed Disabled People's Protection Policies and their application</li> <li>hold two meetings of our accessibility forum each year</li> </ul>	Presented our work at Vision 2015 (sight loss sector annual conference) and CILT (Chartered Institute of Logistics and Transport) accessibility seminar  Accessibility Forum met in April. Presentation on NRPS and BPS results for those with disabilities.  Accessibility Forum met in October.  DPPPs reviewed for: South West Trains, Virgin West Coast, Grand Central, East Midlands, LOROL, MTR Crossrail and Great Western  Reviewing proposals for bidders for the Northern rail franchise	Research looking at attitudes of passengers with disabilities towards smart ticketing is beginning.  Further analysis of BPS results for passengers with disabilities underway.  Attending two DPTAC workin groups: rail group and the research and evidence group.  Responding to ORR consultation on simplifying the DPPP document		MH
5.2	Present research among young people more effectively, including analysis of Bus Value for Money research, NRPS, BPS <ul style="list-style-type: none"> <li>consider using tighter age bands for more specific data.</li> </ul>	Data produced and analysed. Used as required but no formal outputs			IW

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

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner
6.1	Communicate: <ul style="list-style-type: none"> <li>develop and introduce a new brand</li> <li>refresh and maintain an easy to use website - seek and publish feedback</li> <li>publish monthly newsletters for passengers and road users</li> <li>expand social media usage, and use technology to our advantage – for example webinars, interactive websites and instant messaging</li> <li>maintain a 24 hour press office</li> <li>increase awareness of our publications</li> <li>increase access to and usefulness of our research data</li> <li>publish proceedings</li> </ul>	Rebrand has now been completed. Website is live, new roads e-newsletter is in regular production and media coverage has been uniformly positive.  We continue to provide a 24-hour press office and out-of-hours calls have increased significantly.  We are exploring new/digital media channels.	Still working on some 'snagging' issues with website - ongoing.  Ad-hoc requests for brand collateral dealt with on a case-by-case basis (by request of roads director/chief exec)  Developing 'content' around existing and forthcoming work to make more use of it (both for media purpose and for colleagues to use with stakeholders directly)  New publications process has been agreed by MT and should deal with bottleneck issues. However it is still proving difficult to get information on forthcoming work until it is past the point at which comms could influence output or timings.	Team resource vs volume of work is starting to feel challenging - social media always the first casualty.  Number of reports is increasing and new publications process still being bedded in so risk of backlogs/reports issued at non-optimal times/loss of opportunity to promote.  Our work is dependent on content from elsewhere in the organisation so can be tricky to populate the newsletters/keep website looking fresh and up-to-date.	SN
6.2	Track: <ul style="list-style-type: none"> <li>number of transport users we engage with through consultation, research and our contact team</li> <li>stakeholders we have influenced</li> <li>staff attitudes through an annual survey</li> <li>stakeholder views through a survey</li> </ul>	We are currently tracking staff attitudes via the changeometer. The annual staff survey has been postponed until 2016			DS
6.3	Report: <ul style="list-style-type: none"> <li>six times a year in public at Board Meetings, held in different locations around the country</li> <li>Audit and Risk Assurance Committee reports to the board</li> <li>monthly performance and financial reports</li> <li>annual published report on performance, activity and expenditure</li> <li>examine other ways to gather and report our effectiveness</li> <li>update our online data tool each quarter</li> </ul>	Board met in Cardiff, May 2015, London July 2015 Board committees report back at next meeting Finance and performance reported monthly, bi-monthly to the Board Annual report and accounts published New Gifts and Hospitality log and reporting process launched	Board Meeting in Edinburgh September 2015, Newcastle November 2015 Project framework and reporting upgrade ongoing		JC
6.4	Change: <ul style="list-style-type: none"> <li>reaffirm commitment to all stakeholders as we take on our expanded remit</li> <li>conclude the change process with a clear picture of roles and structure across the organisation</li> </ul>	Media statements and releases all include messaging on expanded remit/commitment to existing work. Autumn Changeometer results provided to Board and Staff during October. Six structure update sessions held in November and planning has commenced for a Staff Attitude Survey due to run in the first quarter of 2016	Structure continues to be fluid due to changing business demands and unknown outcomes of SR15. The change team continues to plan for different scenarios	We now have to take into consideration anticipated cuts to budget as a result of SR15. This is likely to have an impact on desired structure, however the status remains green as we should have a clear picture of org design and FTE's by the end of the financial year	VC
6.5	Organisation: <ul style="list-style-type: none"> <li>run organisation efficiently, with proportionate governance that allows us to operate with transparency and accountability</li> <li>strengthen internal and external communication</li> <li>ensure office accommodation is fit for purpose</li> </ul>	Ad hoc staff newsletter, "Interchange", circulated. Currently looking at Piccadilly Gate seating arrangements	More regular staff communication tools in development (SN)	New staff communication tool on hold due to resource requirements. Comsm team looking at ways to boost staff use of existing tools inc Connect News site.	JC / NH
6.6	Develop an alternative funding model to ensure Transport Focus is able to continue to campaign on behalf of transport users whilst improving the value for money of its products.	The funding Delivery Group has been launched to examine options. The Group has met twice and will continue to meet monthly.	Discuss future funding options with DFT		JC / NH

## Key business performance measures 2015-16

Too early to say  
Target hit  
Target missed

		Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Notes
<b>Passenger Team</b>																
PAS1	Passengers satisfied with the service they receive	>70%	73%	81%	66%	71%	65%	69%	70%	78%					71%	
PAS2	Passenger evaluation forms returned	>20%	32%	36%	33%	22%	34%	27%	28%	38%					31%	
PAS3	Calls to Ventrica are answered within 20 seconds	>85%	89%	88%	87%	83%	85%	77%	83%	84%					85%	Due to an increase in overall call volume to Ventrica bureau agents, our answer time has dropped in October and November compared to previous months. Ventrica advise that the increase in call volume was unforeseen and that they are in the middle of a recruitment drive, specifically on the TF account, in a bid to bring our answer time back in line with target going forward. This recruitment drive was being carried out in October and new agents were trained on the TF account in November.
PAS4	Appeals acknowledged within five working days	>90%	95%	94%	95%	90%	97%	97%	97%	98%					95%	
PAS5	Appeals closed within 35 working days	>75%	77%	66%	68%	76%	79%	78%	86%	85%					77%	
PAS6	Enquiries closed within 35 working days	>90%	87%	88%	78%	85%	91%	97%	94%	100%					90%	
PAS7	Complaints about Passenger Focus	<01%	1.38%	0.00%	1.98%	0.00%	2.70%	1.00%	0.00%	0.45%					0.94%	
<b>Resources Team</b>																
RES1	Finance - Expenditure within 5% of budget	<05%	8%	2%	11%	9%	12%	2%	3%						7%	The significant favourable variance is due to the underspend in the Roads budgets due to later than forecast staff recruitment.
RES2	Finance - Invoices paid within 30 days	>95%	98%	96%	98%	91%	75%	88%	97%						92%	38 out of 490 invoices missed the payment target due to annual leave and sick absence in the team. The average payment period to date is 12.8 days.
RES3	Finance - Expenses paid within 10 working days	>95%	98%	86%	86%	91%	68%	82%	90%						88%	21 out of 170 claims missed the payment target due to annual leave and sick absence in the team. The average payment period to date is 7.1 days. It is likely the target for the year will be missed.
RES4	ICT - System availability	>95%	100%	100%	100%	100%	100%	100%							100%	
RES5	Unplanned absence	<3.4%	5.1%	1.0%	1.2%	0.9%	0.0%	0.9%	2.5%						1.6%	Adjusted for long term absences the year to date figure is 1.2%

