

Workplan report – 2015/16

Updated: 26/06/2015



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
On Track
Some concern over our ability to meet all of the objective
Significant concern over our ability to meet any part of the objective

Please include reasons for success

Please include reasons for barriers to success

Please include reasons for barriers to success

Please keep the entries as succinct as possible and update any items in the recent achievements column with anything achieved through work in progress/outstanding work from the previous reporting period.

If the entry is growing beyond a few bullet points it may be that a separate paper is needed.

Do not duplicate what others have written- it will be up to the responsible owner (or a deputy) to edit.

If something is not changing for a long period comment on this.

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
	Key Objectives:				
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	Two events have been held, in Leeds and Bristol. Both very well attended by senior industry representatives. The TCs at the events were very complementary of our work	Six seminars on punctuality(one in each transport commission area) are to be held across England in June and July with. The transport commissioner for each area will speak at the seminar and we will present our research. Bus operators and local transport authorities will be invited.		MH
1.2	Identify road users' priorities, and work with Highways England to improve their experiences				GD
	Bus:				
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 team is targeting areas to implement actions for improvement. Report on bus driver training awaiting publication		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		As above - with view to achieving positive outputs and case studies		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 people 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		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	ORR Published Retail Market Review in June. Contained numerous references to our research. Meeting with CMA re block exemption for public ticketing (i.e. legal provision that allows operators to collaborate on pricing/ticketing). Participating in working group looking at contactless payment (involving the industry, DfT and the credit/debit card providers - presentation given on passenger attitudes.	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. Research: Extreme Weather (final report in production). Bath disruption (research debrief 21 May)		MH
1.8	investigate initiatives to improve understanding of and tackle overcrowding, and promote best practice				DS
1.9	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 • work with TOCs with low scores to develop action plan to improve		Meetings set up to discuss Spring results with GTR/Southern, AGA and LM.		DS
1.10	• highlight passenger 'value for money' perceptions, and respond to Government policy regarding fares and ticketing • improve ticket retailing, including smartcards • work with ORR on its retail market study and proposed ticket information code of practice	ORR Published Retail Market Review in June. Contained numerous references to our research. Meeting with CMA re block exemption for public ticketing (i.e. legal provision that allows operators to collaborate on pricing/ticketing). Participating in working group looking at contactless payment (involving the industry, DfT and the credit/debit card providers - presentation given on passenger attitudes.	Revenue Protection - presentation to all SET revenue protection staff by Jocelyn and whole day accompanying them at work. Report on industry approach to 'lost property' in production Participating in working group looking at contactless payment (involving the industry, DfT and the credit/debit card providers - presentation given on passenger attitudes.		MH
1.11	ensure the passenger voice is heard in policy consultations – for example on revisions to the National Rail Conditions of Carriage	Responded to consultations: Network Rail East Midland Route Strategy, DfT Penalty Fares. Met with BTPA to discuss strategic policing plan	Awaiting publication of revised National Rail Conditions of Carriage		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
	Key Objectives:				

2.1	strengthen the passenger voice in rail franchise replacement and monitoring	<p>Franchise strategy DfT additional budget for 15/16 confirmed at £190k. NDA now agreed and signed.</p> <p>Franchise programme activity completed - Caledonian Sleeper and ScotRail franchises commenced operations. - East Coast - handover meeting with Passenger Team completed.</p> <p>Franchise competitions in progress Northern and TPE - Bid review input to evaluation process confirmed. TPE specialist reported submitted to DfT 17/06/15.</p> <p>Direct Awards FGW DA2 - Passenger Manager budget confirmed.</p>	<p>Franchise strategy - Allocation of budget between staff and research to be discussed with DfT on 24/6. - Requirements of NDA to be discussed at Insight, P&I and PT team meetings and all staff/BMs to be alerted via Connect announcement. - Research tender and contract documentation also to be amended to include reference to NDA. - New approach to quality outcomes to be piloted on East Anglia. Meeting arranged for 30/6 to explore statistical and procurement perspectives in more detail. - Asked to present at Rail Industry Day 7/7/15.</p> <p>Franchise competitions in progress - in chronological order</p> <p>Northern and TPE - Bidder meetings have continued and included discussion of proposals and exploration of joint working opportunities. - Northern bid review taking place in June and July.</p> <p>East Anglia - Follow-up discussions about consultation responses and development of specification. - Consideration of quality measures for new franchise. - Initial meetings with shortlisted bidders in progress. - Research being prepared for publication in July. -[]</p> <p>West Coast - Initial meeting with DfT project team to consider scope of franchise plus data/research needs. - Initial meeting with Transport Systems Catapult to discuss ideas for innovation on the franchise and possible joint working.</p> <p>West Midlands - Initial meeting with DfT project team to consider scope of franchise plus data/research needs. - Initial meeting with Centro to discuss approach to franchise and possible joint working. - Introductory meeting with new Project Director and Lead Specifier held on 17/6 and ongoing liaison agreed.</p> <p>Wales and Borders - Used stakeholder events in Cardiff to make introductions to people we will wish to contact regarding the next franchise. Initial meetings to be set up over coming months (in liaison with David Beer and Diane McCrea) .</p> <p>Direct Awards</p> <p>Great Western DA2 - briefed by DfT on award, 28/4.</p> <p>TPE - briefed by DfT on award, 5/5/15</p> <p>West Midlands - Research being prepared for publication in July.</p> <p>East Midlands - Follow-up on input and consider NRPS targets proposed in response to RFP. - Meeting with DfT lead negotiator for update on DA 24/06/15.</p> <p>SWT - Follow-up on input and consider NRPS targets proposed in response to RFP.</p> <p>TfL Concessions - Briefing meeting with Procurement Manager for Crossrail and London Overground, 11/5/15</p> <p>Follow-up to completed competitions - Essex Thameside - updated NEx Bid Director on working relationships in new franchise. To agree an appropriate time to schedule discussion of joint working opportunities agreed at bid stage.</p> <p>Franchise research projects</p> <p>Passenger Charter - First stage of report completed, revisions made incorporating DfT feedback. - Expert interviewees due to be completed in June. - Second stage of report due early July.</p>	<p>General</p> <p>- Managing high level, and diverse range, of franchise activity. This is now exacerbated by a gap in resource and expertise available in P&I team following Guy Dangerfield's move to RD role.</p> <p>- Timely publication of research and franchise submissions within a busy schedule</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>	
	Rail:				MH

2.2	continue the HS2 Passenger Panel		Currently finalising the publication for the first year (22 June). There will be a report as well as slides uploaded on our website. Currently going round presenting to HS2 staff at lunchtime sessions to promote the panel and their work.		IW
2.3	increase the passenger voice in the next High-Level Output Strategy (HLOS) 2019-24 – in particular punctuality targets	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.	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		Initial discussions have taken place with DfT and ORR about how Transport Focus should be involved in the development of RIS2, including whether research in addition to the motorised priorities for improvement will be required. Links established with DfT Deputy Director responsible.		GD
	Bus:				
2.5	work to ensure any revised regulation of bus services focuses on improving the things that matter most to passengers		Initial discussion with DfT re Buses Bill.		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.	Working with National Assembly for Wales to support their Rail Infrastructure inquiry. Provided advice on terms of reference. Will assist arrangements for stakeholder event for user groups to discuss with AMs and will provide written and possibly oral evidence to committee evidence sessions in autumn term. Responding to request from Welsh Conservatives to provide input to manifesto policy preparation, ahead of National Assembly elections in May 2016. Welsh local government reorganisation in progress. Currently monitoring potential outcomes to devise strategy for connecting and working with new landscape.	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)		Commenced approaching boost funders for autumn 2015 wave		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.				IW
3.3	promote the voice of road users, trialling new research methods with a view to developing a satisfaction survey for the future				IW
	Bus:				
3.4	investigate effectiveness of demand responsive transport as compared with scheduled services		Demand responsive transport in research completed in three areas and initial findings will be presented by provided on 30 April - Findings planned to be published in June/July 2015.		IW
3.5	publish research enabling us to better understand passengers' trust in the bus industry		Research brief issued for qualitative stage of 'trust' and 'priorities for improvement' research. Preparing, where possible, the quantitative stage to aim for research outputs to be available in Sept 2015		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, however we are pursuing the case individually with larger operators and at group level.	CPT not giving financial backing may influence operators not to act individually. Minister may not want/be able to give Welsh Gov funding to complete package.	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		Consultation event with stakeholders planned for 16/05 to announce proposed changes to NRPS methodology. NRPS data explorer will be updated and open data published for latest Spring wave on the morning of publication.		IW
3.8	publish research looking into passengers' views on punctuality and performance		Research finalised. Presentation to industry's National Task Force 8 May. Final report in production		IW
	Road:				
3.9	<ul style="list-style-type: none"> publish our initial qualitative exploration of road user opinions and experiences conduct research to understand user priorities 		Fieldwork for quantitative research into motorised road users priorities for improvement is largely complete. The priorities of car and van drivers and motorcyclists will be published in early 2015, with those of HGV drivers and haulage industry fleet managers to follow during the summer.		IW

3.10	<ul style="list-style-type: none"> conclude and publish a road user research methodology study, and discuss with stakeholders trial new research methods with a view to developing a new satisfaction survey for the future 		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.		IW
Tram:					
3.11	<ul style="list-style-type: none"> use the results from the first and second TPS to drive improvements for passengers repeat the TPS, and secure a longer-term funding model secure buy-in from more areas 		Project brief to be reviewed by MT 29/05. Research brief to be written as ITT		IW
Coach:					
3.12	<ul style="list-style-type: none"> carry out a coach passenger satisfaction survey present it to the industry and discuss any issues of concern highlighted in the survey results 		Head of Insight to meet National Express in May/June 2015 to discuss.		DS / IW
Cross-Modal:					
3.13	produce regional, cross-modal satisfaction reports where possible				IW
3.14	<ul style="list-style-type: none"> continue to develop the Smarter Ticketing programme, including publish research looking at passenger issues surrounding ticket innovation promote the views of passengers in the South East Flexible Ticketing scheme publish our report on the c2c Smart Ticketing pilot publish reports on local smart ticketing bus pilots, for example Brighton and Hove and Norfolk prioritise the interests of passengers in the Smart Ticketing for Wales scheme 				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	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>Achieved 73% overall passenger satisfaction with our service in April 2015 and 81% in May 2015. This is a good improvement on the below target result for March 2015, so we are pleased with the way the team has responded.</p> <p>Resolved 162 passenger appeals in May with an average resolution of 28 working days.</p> <p>As at 22 June 2015, the operators with the most active passenger complaint appeals are Northern Rail, First Great Western and South West Trains.</p> <p>For the appeals we resolved in May 2015, the top comments raised by passengers were about complaints handling, penalty fares/unpaid fares notice/prosecution and fares, retailing and refunds.</p>			KA
Rail Passengers:					
4.2	explore new methods of handling passenger contact/appeals <ul style="list-style-type: none"> work with the DfT on the implementation of Alternative Dispute Resolution (ADR) within the rail industry 	<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.</p>	We are in discussion with other organisations and industries that are in the process of implementing ADR. Within rail, the proposal is that the rail industry will signpost to the residual ADR body, as per the requirements in the ADR directive, but passengers will be advised to contact Transport Focus as normal with their unresolved rail complaints.		KA
4.3	work with the ORR on the development and implementation of the new rail industry complaints handling procedure and quality measures <ul style="list-style-type: none"> work with the industry to formalise a TOC complaints handling audit programme, with a view to developing a "complaints handling audit" product 		ORR's complaints handling guidance is now out for public consultation. This proposes the new guidelines upon which TOCs will produce their complaints handling procedures, as well as the data requirements, against which quality of complaints handling will be measured.		KA

4.4	<p>Ongoing work:</p> <ul style="list-style-type: none"> • handle enquiries from passengers, and intervene in issues raised from complaints • engage proactively with TOCs to help improve first-time complaint resolution • carry out in depth complaints reviews with up to four train companies • ensure the results of these reviews are understood and are acted upon • comment on, and seek to make improvements to, proposed complaints handling procedures by TOCs and their application • release complaints handling data onto our online data explorer 	<p>- Met with three train operating companies to feed back the results of the follow up complaint handling reviews</p> <p>Provided comments on Crossrail's new complaints handling procedure. Working with ORR to agree and implement the new complaints handling procedure and core data measures.</p>			KA
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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	<p>investigate the experiences of bus passengers with disabilities</p> <ul style="list-style-type: none"> • analyse NRPS, TPS and BPS to assess the views of those with disabilities • ensure that the views of those with disabilities are captured in our research programme • publish research looking into disabled passengers' views of Smart Ticketing • comment on and seek to improve operators' proposed Disabled People's Protection Policies and their application • hold two meetings of our accessibility forum each year 		<p>Accessibility Forum met in April. Presentation on NRPS and BPS results for those with disabilities. Research looking at attitudes of passengers with disabilities towards smart ticketing is beginning.</p>		MH
5.2	<p>present research among young people more effectively, including analysis of Bus Value for Money research, NRPS, BPS</p> <ul style="list-style-type: none"> • consider using tighter age bands for more specific data. 				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	<p>Communicate:</p> <ul style="list-style-type: none"> • develop and introduce a new brand • refresh and maintain an easy to use website - seek and publish feedback • publish monthly newsletters for passengers and road users • expand social media usage, and use technology to our advantage – for example webinars, interactive websites and instant messaging • maintain a 24 hour press office • increase awareness of our publications • increase access to and usefulness of our research data • publish proceedings 				SN
6.2	<p>Track:</p> <ul style="list-style-type: none"> • number of transport users we engage with through consultation, research and our contact team • stakeholders we have influenced • staff attitudes through an annual survey • stakeholder views through a survey 				DS
6.3	<p>Report:</p> <ul style="list-style-type: none"> • six times a year in public at Board Meetings, held in different locations around the country • Audit and Risk Assurance Committee reports to the board • monthly performance and financial reports • annual published report on performance, activity and expenditure • examine other ways to gather and report our effectiveness • update our online data tool each quarter 				JC
6.4	<p>Change:</p> <ul style="list-style-type: none"> • reaffirm commitment to all stakeholders as we take on our expanded remit • conclude the change process with a clear picture of roles and structure across the organisation 				VC
6.5	<p>Organisation:</p> <ul style="list-style-type: none"> • run organisation efficiently, with proportionate governance that allows us to operate with transparency and accountability • strengthen internal and external communication • ensure office accommodation is fit for purpose 				JC / NH
6.6	<p>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.</p>				JC / NH

Key business performance measures 2015-16

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[illegible]