

Workplan report

Key objectives – 2015/16



Updated: 08/03/2016

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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:

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

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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
	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	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 has taken place to assess the outputs from the six events. Draft work completed (for publication end of March 2016) to illustrate key wins, outputs and discussion points from the six sessions. This document will be shared with bus industry stakeholders, along with video interviews we made with workshop participants, to help maintain momentum from this work into next year, 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 is 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 those amongst HGV drivers were published in December 2015. Both were widely distributed.	The top priority for improvement among all categories of SRN user is "improved quality of road surfaces" - and by a huge margin. In light of the priorities findings, we are developing proposals for further research in 2016/17 (in a joint project with Highways England) to understand what, specifically, road users want to see improved - is it bumpiness, is it potholes, is it surface noise, is it something else. To further our understanding of this issue, we have visited TRL (formerly the Transport Research Laboratory) - who measure quality under contract to Highways England - to understand what is measured and how the data is used. We are also starting further research building on the Priorities work and which is designed to inform the development of individual Route Improvement Strategies for 2020-25 (RIS2).		GD

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

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	Key Objectives:				

2.1	<p>Strengthen the passenger voice in rail franchise replacement and monitoring</p>	<p>Franchise strategy - NDA agreed and signed. - Agreed balance of 15/16 franchise research budget to be allocated to emotional tracking in SEQ. - Constructive meetings with Peter Wilkinson and Simon Smith held in Q3.</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 - West Midlands DA, including overall NRPS target</p> <p>Franchise competitions in progress Northern and TPE - Bid review completed. Awards to Arriva (Northern) and First (TPE) announced 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 - Submission on input to franchise programme and resourcing for 2016/17 and beyond received positively. Outcome of finance team consideration awaited. - Submitted further detail setting out how core funding would be allocated and additional money in our 'recommended' budget would bring benefits. - Provided feedback on EA approach to outcome-based specification for DfT review. - Met Head of Profession for franchise contract management to discuss passenger experience and the franchise agreement.</p> <p>Franchise competitions in progress - in chronological order</p> <p>Northern and TPE - Mobilisation work in progress following award announcements in Dec, working jointly with Passenger Team.</p> <p>East Anglia - Contractual arrangements with DfT for Customer Experience Performance model to be finalised. - Bid review in progress. Arrangements for reporting and board scrutiny in place.</p> <p>South Western - Research report published 12 Jan and consultation response on 4 Feb. - Ongoing discussions with DfT including NRPS targets. - Presented at bidders' day in Portsmouth 27 Nov and a series of consultation events between Nov-Jan. - Consultation response published. - Discussed publications for bidders and data room protocols with Procurement lead. Provided core information for upload. - Initial meetings with both shortlisted bidders.</p> <p>West Midlands - Further discussions with DfT, including about ITT ongoing. - Further discussions with West Midlands Rail. - Contributions from Transport Focus published in prospectus and consultation document. - Presented at bidders' day in Birmingham 10 Dec. - Consultation response ready for publication and submission. - DfT and WMR consultation events in progress. - Following discussion of passenger satisfaction targets in Jan now submitted comments on outline proposals for use of NRPS.</p> <p>East Midlands - DfT project team in formation. Initial meeting to be confirmed. - Attended initial multi-organisational meeting to consider innovation opportunities for franchise.</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&I team following Guy Dangerfield's move to RD role and departure of Jocelyn Pearson.</p> <p>- Timely publication of franchise research and 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
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		<p>West Coast</p> <ul style="list-style-type: none"> - DfT announcement on 20 Nov that the start of the ICWC franchise is to be pushed back from Sept 17 to April 18. We met with DfT to discuss the decision and possible impacts. - Research report published 5 Feb. - Ongoing discussions with DfT. - Presented at engagement day in Birmingham 9 Dec. - Linked to Comms and CE teams over attendance at Manchester events. <p>Wales and Borders</p> <ul style="list-style-type: none"> - Liaison with David Beer and Diane McCrea. Opportunities to meet key players to be explored in 2016. - Public consultation into future of rail services opened 22 January. Response developed jointly with Passenger Team now ready for sign-off. - Meeting with Transport Wales scheduled for mid-March. <p>Direct Awards</p> <p>Cross Country</p> <ul style="list-style-type: none"> - Research debriefed 14 Dec. Report being prepared for publication. - Ongoing discussions with DfT including NRPS targets. <p>Great Western</p> <ul style="list-style-type: none"> - Awaiting confirmation of a meeting to consider implications of Hendy review on DA2. <p>Franchise research projects</p> <p>Passenger Charter</p> <ul style="list-style-type: none"> - Research published 28 Jan. <p>Compensation research</p> <ul style="list-style-type: none"> - Research agency appointed. Fieldwork due to begin in March. <p>Innovation</p> <ul style="list-style-type: none"> - Joined RDG Innovation Board Advisory Group (IBAG) and attended inaugural and follow-on meetings. - Submitted comments on the VTEC Innovation Implementation Plan. - Submitted comments on TOC15 proposals in late Dec. - Reviewed new VTEC proposal for IBAG, providing comments from a passenger perspective. 		
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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)	<p>Lower levels of passenger participation this year means that final achieved number of responses has just managed to break the 40,000 figure. Decision made to include results as part of a wider bus 'event' on 16th March in Manchester. Final version of data set to be created including coding, postcodes and verbatims, now running behind schedule. Verbatim comments have been reviewed. Presentation decks produced during January/February/March. Feedback sessions with stakeholders during February/early March</p> <p>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.</p> <p>Spring 2016 BPS wave in West Midlands (Centro) area only in field.</p> <p>Initial approach for BPS autumn 2016 was made to wide range of potential participants in the run up to Christmas. Early feedback is promising and there is potential to include new funders/participating areas this year.</p>	<p>Production of main results booklet.</p> <p>Preparation for event 16 March</p>	<p>Boost funders lack funds, especially local authorities.</p> <p>'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.</p> <p>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. We intend to try resolutions to this as part of the spring 16 wave.</p>	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 report published. First Experts Group held in December 2015 to feed into piloting of potential changes. Inaugural Stakeholder Forum successfully held 18 Feb. Social media monitoring and Emotional Tracker piloted as potential complements to NRPS. Emotional Tracker has been accepted for two upcoming research conferences. Moving some BPS interviewing online, and improving sampling and weighting	Piloting potential changes to NRPS underway alongside Spring 2016 wave	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	Informal consultation continues with DfT, Highways England and ORR regarding development of the new road user survey – engagement continues to be positive since the workshop we held on 21 October 2015. Plans for wider consultation, with both stakeholders and individual road users, are currently being developed. Research agency Future Thinking have been engaged to pilot the new survey in Spring and Summer 2016, with an expectation that the new survey will start towards the end of 2016 calendar year. A positive visit to DVLA in Swansea on 8 January 2016 has produced a clear way forward – drawing respondents to our survey from the driver licence database, email section, the profile of which appears broadly similar to the database as a whole. Subject to final clearance by internal DVLA governance, we expect to contract with them shortly for the pilot phase of the new survey.	Notwithstanding progress with DVLA, we are developing a Plan B to guard against the risk (albeit slight) that the driver licence database does not prove to be a good source of survey respondents.	The pilot phase will allow us to see the 'conversion rate' from DVLA contact to participants taking part in our survey – until we have completed the pilot we cannot be certain how many contacts we will need to achieve a minimum of 20,000 completed questionnaires each year.	IW

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

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	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 66% overall passenger satisfaction in January, down from 70% in December YTD satisfaction now stands at 71%.</p> <p>Resolved 228 passenger appeals in January which is down on last month. However, our average handling time is down to 27 days in December.</p> <p>As at 25 February 2016, the operators with the highest active case load are Great Western Railway, Virgin Trains and ScotRail. The active appeal case load currently stands at 315.</p> <p>The top comments raised by passengers for appeal cases resolved in January related to train service performance, complaints handling and penalty fares/unpaid fare notice/prosecution.</p>	<p>Working with ATW on revenue protection issues, identified as part of Contact Team wider concerns with TIL prosecutions and handling of passengers. Held two meetings with Customer Service team and at director level and exchanged letters with MD. Currently collating further evidence from appeal cases to press for improvement at director level.</p> <p>The SPTA's continue to work closely with their TOCs regarding any backlogs that the customer relations department may be experiencing and although individual case loads remain slightly higher than normal, cases are still being well-managed. Bulk case reviews are being carried out by the SPTA's to mitigate the higher volumes.</p>	<p>We achieved 66% overall satisfaction with our service in January which, unfortunately, is down on recent months. Our YTD overall satisfaction currently stands at 71%.</p> <p>We have identified a couple of issues this month with regards to emails that have been sent from CRM not having been received by passengers. Some passengers therefore, appear to have received the satisfaction survey before receiving their final outcome email. This, unfortunately, has resulted in some passengers marking us down for 'overall handling of case' satisfaction than they may have done had the final response been received before the survey.</p> <p>I am currently liaising with our CRM support helpdesk regarding this issue and steps have been taken to avoid a reoccurrence. All affected passengers have been contacted again.</p> <p>The number of incoming cases remain higher than usual in January as a result of weather disruption over the Christmas period. However, we have seen a decrease on December incoming cases.</p> <p>Although we have higher volumes than the previous month, the bulk escalation process that the SPTA's are currently using (i.e. case reviews) has kept their work loads manageable and has maintained a steady overall average handling time.</p>	DS

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Full report – 2015/16



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	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	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 used the DfT's "Buses Bill Reform Workshops" to highlight our work to influence their decision making on passenger priorities may arise from the Bill. Presented our work (Jan 2016) on the impact of bus reductions on passengers to TravelWatch South West workshop - including local authority and operator delegates - encouraging to work together towards maintaining service provision and raising the importance of the issue with Central Government as well as locally.	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 (February 2016) for distribution and discussion with authorities. Work took place throughout January and February to brief individual PTEs and PTEG on our new bus passenger trust/priorities for improvement and non-user work. Preparation work well underway for our event in Manchester on 16 March "Is bus the missing link in delivering the Northern Powerhouse?" that will feature contributions and discussion from key bus industry stakeholders across northern England.	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	<p>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</p> <ul style="list-style-type: none"> work with operators with low scores to develop an action plan to improve 	<p>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.</p>	<p>BPS meetings well underway, sharing autumn 2015 results with industry participants - team of seven are conducting 50 meetings during February with authorities and operators at local and group level. In addition to their results, discussions are covering how they are using BPS to make a difference, identifying key areas to take action for improvement and encouragement to continue taking part. Also using the opportunity to share headlines of our Bus Priorities for Improvement and Trust research.</p> <p>Currently (March 2016) writing up a record of how bus companies and authorities have used BPS in recent years to make a difference for passengers. When finalised this document will be available on our website and for distribution to bus industry stakeholders to help promote the usefulness of BPS.</p>	<p>In managing risk that industry and key national stakeholders are fully briefed in advance of BPS publication in March 2016 there is a busy schedule for team taking results out on road during February. Needs co-ordinated approach across teams to deliver successful programme of stakeholder briefings.</p>	DS
Road:					
1.5	<p>Publish initial qualitative research work on road users' experiences of the SRN. Use research to commence discussions with Highways Agency about policies and operations</p>	<p>Our initial qualitative research - road user needs and experiences - was published for the launch of Transport Focus on 30 March 2015. 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</p>			GD
1.6	<p>Use research published on at least one road user priority identified and use results to make a difference for road users</p>	<p>Four areas of road user concern highlighted in the initial qualitative research were included in the road user team 2015/16 work programme as subjects on which Transport Focus can make a difference. They were:</p> <ol style="list-style-type: none"> Research into SRN user needs and experiences during incidents and roadworks, including information provision; Research into SRN user needs and experiences regarding motorway and other service areas; Providing advice to Highways England about how best to reflect the views of the end user in its concepts (e.g. Expressways) and designs; Planning 2016/17 research into the impact of driver behaviour and attitudes on road user experience of the SRN" 	<p>Items i. and ii. involve new research which is in field in January and February 2016 and will report in Spring 2016. Item iii. involves a workshop (currently being scheduled) with Highways England to explore how this could be done, drawing on existing good practice and our experience. Item iv. involves a literature review of existing understanding in this area, giving clarity about how Transport Focus can best add value with new research in 2016/17.</p>	<p>Overall, the item is yellow because the literature review about driver attitudes and behaviour has not yet been commissioned.</p>	GD
Rail:					
1.7	<p>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)</p> <ul style="list-style-type: none"> encourage greater transparency of performance data look into the suitability of compensation regimes for season ticket holders who endure persistent delays 	<p>South East Quadrant (new workplan item) - Latest SEQ meeting held with the Minister early January. Christmas/NY engineering work and comms around it discussed and have gone well. Our social media analysis backs this up. A couple of industry reviews are being held late January that we are attending. Our emotional tracker work was well received, particularly by the Minister who encouraged TOCs to publicise our work at stations/trains etc. A meeting is being held with SEQ members on 29 Jan to follow this up. NR/GTR made it clear at meeting that performance will not stabilise for foreseeable future..On the back of this we sent a letter to the Minister asking that the industry is frank about future performance and that passengers are compensated.</p> <p>A forum was held on 18 Jan with the Minister and MPs for DfT, NR and Southern to give update on performance, and how the future looks.NRPS was mentioned. MPs were very vocal about poor performance calling for better communications both during disruption and what the future holds. They also raised the importance of some form of compensation</p> <p>Bath Engineering report published December. Providing advice and insight to the GRW 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 research during the works to understand levels of passenger awareness, information requirements and satisfaction with the disrupted journey including information provided.</p> <p>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.</p> <p>Communicating Suicides report published. Met to brief GTR in December.</p> <p>Monitored planned engineering disruption over the Xmas and New Year period focused on the risk of engineering overruns. Works delivered back on time with little impact on passenger services. This generated a lot of public awareness through national/regional TV and radio which we were heavily involved, highlighting passenger needs and priorities.</p> <p>Published report showing passenger attitudes to and expectations of staff (policy analysis)</p>	<p>Transparency - ongoing meetings with NR about quarterly publications.</p> <p>South East Quadrant. First full month of results will be used at next Minister SEQ meeting on 5 February (and group pre meeting on 28 Jan) We will also be publishing our work in the context of NRPS through a document setting out the key findings and recommendations in February 2016</p> <p>Delays and Compensation Update research looking at compensation and barriers to claiming for DfT and ORR. Research starting March 2016. Further engagement with GWR on the issue of what makes the ideal compensation package for passengers.</p> <p>Planned disruption - published passenger research on Bath engineering work. Looking to embed the recommendations not just in GWR but across the industry. Monitoring the ongoing disruption on WCML at lamington Viaduct. Active engagement with VVC and FTPE to highlight issues around passenger information, fares/ticketing and general delivery of bus replacement and rail diversion services. Meeting industry 29 Jan to discuss how, if any, lessons learned from recent long-term unplanned disruptions are being implemented at Lamington. Continuing to work closely with GWR given the scale of engineering work on the network throughout 2016. Participating in a multi-stakeholder steering group in build up to Bath-Bristol line closure in April; encouraging GWR to undertake early communication with local stakeholders in advance of six week line closure through the Severn tunnel in the autumn; providing feedback on information provision for more minor engineering work.</p>	<p>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.</p> <p>Emotional monitoring. Cost implications of extending to March 2016.</p>	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	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	NRPS presentations have been arranged for early February with AGA, ATW and GTR. NRPS refresh - we have published our feedback report on the consultation with TOCs for their views on our proposed changes to NRPS and will hold a Stakeholder Forum on 18 February. We are piloting a shorter core questionnaire with an enhanced on line option in parallel with the current Spring fieldwork wave. Meeting with Transport Scotland to discuss NRPS and SQUIRE regimes.	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. 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 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. NRPS refresh - analysis of consultation feedback in progress Working with ATW following Spring and Autumn 2015 NRPS results. Giving presentation to ATW heads of functions on 25 February, discussing drop in performance and actions for improvement.	We need to capture and report the outcomes and successes from our more recent work with TOCs	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	Producing fares 'grids' showing impact of the January 2016 fare increases Participated in the Rail Safety and Standards Board's (RSSB) Innovation Board Advisory Group. Conducted reviews of TOC 2015 competition bids (enabling innovation for franchised train operators)	Await results from DfT consultation on Penalty Fares Compiling examples of fares anomalies and ticketing irregularities with a view to producing a consumer guide in the New Year. This will include examples arising from weather related 'closures' of the network.		MH
1.11	Ensure the passenger voice is heard in policy consultations – for example on revisions to the National Rail Conditions of Carriage	Met with BTPA to discuss strategic policing plan Responded to ORR consultation on Periodic Review 18 schedules 4 and 8	Further review of National Rail Conditions of Carriage (to take into account changes to consumer protection regulation)	Resource availability is the main risk.	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	<p>Strengthen the passenger voice in rail franchise replacement and monitoring</p>	<p>Franchise strategy - NDA agreed and signed. - Agreed balance of 15/16 franchise research budget to be allocated to emotional tracking in SEQ. - Constructive meetings with Peter Wilkinson and Simon Smith held in Q3.</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 - West Midlands DA, including overall NRPS target</p> <p>Franchise competitions in progress Northern and TPE - Bid review completed. Awards to Arriva (Northern) and First (TPE) announced 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 - Submission on input to franchise programme and resourcing for 2016/17 and beyond received positively. Outcome of finance team consideration awaited. - Submitted further detail setting out how core funding would be allocated and additional money in our 'recommended' budget would bring benefits. - Provided feedback on EA approach to outcome-based specification for DfT review. - Met Head of Profession for franchise contract management to discuss passenger experience and the franchise agreement.</p> <p>Franchise competitions in progress - in chronological order</p> <p>Northern and TPE - Mobilisation work in progress following award announcements in Dec, working jointly with Passenger Team.</p> <p>East Anglia - Contractual arrangements with DfT for Customer Experience Performance model to be finalised. - Bid review in progress. Arrangements for reporting and board scrutiny in place.</p> <p>South Western - Research report published 12 Jan and consultation response on 4 Feb. - Ongoing discussions with DfT including NRPS targets. - Presented at bidders' day in Portsmouth 27 Nov and a series of consultation events between Nov-Jan. - Consultation response published. - Discussed publications for bidders and data room protocols with Procurement lead. Provided core information for upload. - Initial meetings with both shortlisted bidders.</p> <p>West Midlands - Further discussions with DfT, including about ITT ongoing. - Further discussions with West Midlands Rail. - Contributions from Transport Focus published in prospectus and consultation document. - Presented at bidders' day in Birmingham 10 Dec. - Consultation response ready for publication and submission. - DfT and VMR consultation events in progress. - Following discussion of passenger satisfaction targets in Jan now submitted comments on outline proposals for use of NRPS.</p> <p>East Midlands - DfT project team in formation. Initial meeting to be confirmed. - Attended initial multi-organisational meeting to consider innovation opportunities for franchise.</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&I team following Guy Dangerfield's move to RD role and departure of Jocelyn Pearson.</p> <p>- Timely publication of franchise research and 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
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	Rail:	Customer Experience Model finalised with DfT			
2.2	Continue the HS2 Passenger Panel	Positive meeting with Chris Kimberley, Director of Operations, 26 Jan about possible work beyond the panel. Expecting decision on panel for 2017/18 by mid March 2016	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. Workshop in November 2015 went really well. Work is now underway to publish 2015-16 outputs from the panel. Discussions are also taking place with HS2 on what happens to the panel beyond Mar 2016.		IW
2.3	Increase the passenger voice in the next High-Level Output Strategy (HLOS) 2019-24 – in particular punctuality targets	<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>Non planned activities: 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. Submission to the DfT review of Regulation</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 sit on DfT's RIS2 Steering Group and RIS2 Working Group, along with ORR and Highways England, and will shortly carry out research to inform development of Highways England's 18 route strategies - key inputs to RIS2. Further research is being considered for 2016/17.		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>Spoke at a conference in December 2015, facilitated by CPT, "A smart road to devolution - The Role of the Bus" highlighting headline results of our bus passenger trust/priorities for improvement and non-user work. 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 completed 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 March 2016</p> <p>Ongoing discussions with DfT re Buses Bill (appearance before summer recess). Also held discussions with CPT and PTEG on their emerging priorities for any Buses Bill.</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	<p>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> <p>Responded to National Assembly for Wales inquiry on Bus and Community Transport, submitting evidence from our research. Also submitted recommendations for future government priorities to Welsh political parties and met with Welsh Labour policy officer for briefing on key priorities, to influence party conference discussions and policy manifestos ahead of Assembly elections in May.</p> <p>Provided advice to National Assembly for Wales for their Rail Infrastructure inquiry and submitted written response. Gave evidence to AMs at committee session on 3 February.</p>	<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 published.</p> <p>Welsh local government reorganisation in progress. Currently monitoring potential outcomes to devise strategy for connecting and working with new landscape.</p> <p>Met with Welsh Transport Minister on 1 February. Talking to Government officials to following up key points of discussion on how we can assist with rail franchise specification, how bus research can help them to spend money effectively and passenger expectations of facilities on the rail network.</p> <p>Welsh Government consulting on future Wales and Borders rail franchise. Currently compiling our response.</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)	<p>Lower levels of passenger participation this year means that final achieved number of responses has just managed to break the 40,000 figure. Decision made to include results as part of a wider bus 'event' on 16th March in Manchester. Final version of data set to be created including coding, postcodes and verbatims, now running behind schedule. Verbatim comments have been reviewed. Presentation decks produced during January/February/March. Feedback sessions with stakeholders during February/early March</p> <p>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.</p> <p>Spring 2016 BPS wave in West Midlands (Centro) area only in field.</p> <p>Initial approach for BPS autumn 2016 was made to wide range of potential participants in the run up to Christmas. Early feedback is promising and there is potential to include new funders/participating areas this year.</p>	<p>Production of main results booklet.</p> <p>Preparation for event 16 March</p>	<p>Boost funders lack funds, especially local authorities.</p> <p>'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.</p> <p>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. We intend to try resolutions to this as part of the spring 16 wave.</p>	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 report published. First Experts Group held in December 2015 to feed into piloting of potential changes. Inaugural Stakeholder Forum successfully held 18 Feb. Social media monitoring and Emotional Tracker piloted as potential complements to NRPS. Emotional Tracker has been accepted for two upcoming research conferences. Moving some BPS interviewing online, and improving sampling and weighting	Piloting potential changes to NRPS underway alongside Spring 2016 wave	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	Informal consultation continues with DfT, Highways England and ORR regarding development of the new road user survey – engagement continues to be positive since the workshop we held on 21 October 2015. Plans for wider consultation, with both stakeholders and individual road users, are currently being developed. Research agency Future Thinking have been engaged to pilot the new survey in Spring and Summer 2016, with an expectation that the new survey will start towards the end of 2016 calendar year. A positive visit to DVLA in Swansea on 8 January 2016 has produced a clear way forward – drawing respondents to our survey from the driver licence database, email section, the profile of which appears broadly similar to the database as a whole. Subject to final clearance by internal DVLA governance, we expect to contract with them shortly for the pilot phase of the new survey.	Notwithstanding progress with DVLA, we are developing a Plan B to guard against the risk (albeit slight) that the driver licence database does not prove to be a good source of survey respondents.	The pilot phase will allow us to see the 'conversion rate' from DVLA contact to participants taking part in our survey – until we have completed the pilot we cannot be certain how many contacts we will need to achieve a minimum of 20,000 completed questionnaires each year.	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.	Draft report completed. Under review and will agree a publication slot to maximise usefulness. After March 2016.	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. Pre publication briefings given to key stakeholders	Publication in March 2016, with coverage at stakeholder events in Manchester in March.		IW
3.6	Working with industry and Welsh Government to promote and develop the commissioning of a bus passenger survey in Wales	Unable to gain participation of bus industry and Welsh Government in BPS 2015 but ongoing work progressing for inclusion in 2016 programme of work.	Currently working to secure a Bus Passenger Survey for Wales in 2016, jointly funded by Government and main bus operators. Submitted new proposal to Minister's advisory panel (PTUAP) in January – referred to officials for further investigation. Met with key Government officials on 2 February. Very positive discussion of benefits of our bus research. Will continue discussions following negotiations with bus operators and also provide update to the Minister. Also approaching main bus operators, at group level initially. Discussions are underway on cost sharing proposals to jointly fund work in 2016.	2015 proposal stalled with CPT not giving financial backing, influencing operators not to act individually. Minister didn't fund complete package. Amending approach for 2016 to apply earlier, when budgets are being considered and strengthen approach with Welsh Gov and operator groups.	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). Autumn 2015 wave published.	Spring 2016 wave in field. Ongoing discussions about how we can encourage greater use of the data.	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"> Publish our initial qualitative exploration of road user opinions and experiences Conduct research to understand user priorities 	<p>Our initial qualitative research - road user needs and experiences - was published for the launch of Transport Focus on 30 March 2015. Research is 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 those amongst HGV drivers were published in December 2015. Both were widely distributed.</p> <p>We have completed development of questionnaires and processes for researching the experiences of HGV drivers caught up in Operation Stack (when next invoked). This is deployable at 48 hours' notice, subject to funds being available.</p>	We are currently developing research to understand HGV drivers' views about the facilities required at the proposed lorry park in Kent, also covering their experiences of Operation TAP on the A20 approaching Dover.	HGV drivers can be difficult to recruit, dependent on method, topic, incentive etc.	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 Real Research/University of the West of England methodology study, together with Transport Focus's summary of developments since, was published in January 2016. Informal consultation continues with DfT, Highways England and ORR regarding development of the new road user survey – engagement continues to be positive since the workshop we held on 21 October 2015. Plans for wider consultation, with both stakeholders and individual road users, are currently being developed. Research agency Future Thinking have been engaged to pilot the new survey in Spring and Summer 2016, with an expectation that the new survey will start towards the end of 2016 calendar year. A positive visit to DVLA in Swansea on 8 January 2016 has produced a clear way forward – drawing respondents to our survey from the driver licence database, email section, the profile of which appears broadly similar to the database as a whole. Subject to final clearance by internal DVLA governance, we expect to contract with them shortly for the pilot phase of the new survey. We have taken over the running of NRUSS from Highways England for fieldwork starting from April 2016, having procured the services of Aecom.	Notwithstanding progress with DVLA, we are developing, with support from Real Research, a Plan B to guard against the risk (albeit slight) that the driver licence database does not prove to be a good source of survey respondents.	The pilot phase will allow us to see the 'conversion rate' from DVLA contact to participants taking part in our survey – until we have completed the pilot we cannot be certain how many contacts we will need to achieve a minimum of 20,000 completed questionnaires each year.	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 	<p>Fieldwork for TPS 2015 has been completed, with a total sample size of c5,700.</p> <p>Report designs have been amended to add more visuals.</p>	<p>Reporting schedule created, following discussions with DS, DB and Comms team. Results 'launch' event to be planned for 19th April, although due to the unavailability of TfGM this may now change. Draft copies of All Networks report has been produced by the agency and needs to be checked. Individual network reports and KDA due late-Feb.</p> <p>TfGM have had their SPSS data file delivered. Team are currently arranging to meet with stakeholders at all six participating systems.</p>	<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 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 had engineering works for 5-6 weeks starting on 22nd October, with risk that this could over-run. Between half and two thirds of fieldwork completed before this date.</p>	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 	<p>Met 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.</p> <p>John Giddings now left NX</p>	<p>We are to provide some suggestions about future work for consideration by National Express.</p>	<p>NX as dominant operator may not see added value of benchmarking. Do a lot of their own work.</p>	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"> 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 	<p>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. 3 projects published on 26th January: Ticketing innovation (carnets), Using smartcards in the South East and c2c smartcard introduction. Attended, spoke at and had exhibition stand at 'Transport Ticketing & Passenger Information Global 2016' conference 26 & 27 January, which was successful. Two projects presented, with publication planned for March/ April, 'Multi-operator smart ticketing on buses in Brighton and Hove' and 'Transport for the North: the passenger view'</p>	<p>Brighton and Hove buses work due to be published in March.</p> <p>Three new projects commissioned end Feb / early March, all to be completed as soon as possible. Second wave of work on Transport for the North, after very successful phase one.</p> <p>Also commissioned two projects on use of Contactless cards - one qual and one quant. UK Cards Association are very interested in this work - it will be widely used within the transport/ card industry initiative, which we are heavily involved in.</p> <p>Two new speaking opportunities coming up: Transport Card Forum, 08/03/016 running a session at their workshop (third time we have done this) and Thought Leaders event 17/03/2016 on Smart Ticketing at National Railway museum.</p>	<p>Programme and funding may be reduced or withdrawn</p>	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 66% overall passenger satisfaction in January, down from 70% in December YTD satisfaction now stands at 71%.</p> <p>Resolved 228 passenger appeals in January which is down on last month. However, our average handling time is down to 27 days in December.</p> <p>As at 25 February 2016, the operators with the highest active case load are Great Western Railway, Virgin Trains and ScotRail. The active appeal case load currently stands at 315.</p> <p>The top comments raised by passengers for appeal cases resolved in January related to train service performance, complaints handling and penalty fares/unpaid fare notice/prosecution.</p>	<p>Working with ATW on revenue protection issues, identified as part of Contact Team wider concerns with TIL prosecutions and handling of passengers. Held two meetings with Customer Service team and at director level and exchanged letters with MD. Currently collating further evidence from appeal cases to press for improvement at director level.</p> <p>The SPTA's continue to work closely with their TOCs regarding any backlogs that the customer relations department may be experiencing and although individual case loads remain slightly higher than normal, cases are still being well-managed. Bulk case reviews are being carried out by the SPTA's to mitigate the higher volumes.</p>	<p>We achieved 66% overall satisfaction with our service in January which, unfortunately, is down on recent months. Our YTD overall satisfaction currently stands at 71%.</p> <p>We have identified a couple of issues this month with regards to emails that have been sent from CRM not having been received by passengers. Some passengers therefore, appear to have received the satisfaction survey before receiving their final outcome email. This, unfortunately, has resulted in some passengers marking us down for 'overall handling of case' satisfaction than they may have done had the final response been received before the survey.</p> <p>I am currently liaising with our CRM support helpdesk regarding this issue and steps have been taken to avoid a reoccurrence. All affected passengers have been contacted again.</p> <p>The number of incoming cases remain higher than usual in January as a result of weather disruption over the Christmas period. However, we have seen a decrease on December incoming cases.</p> <p>Although we have higher volumes than the previous month, the bulk escalation process that the SPTA's are currently using (i.e. case reviews) has kept their work loads manageable and has maintained a steady overall average handling time.</p>	DS
<p>Rail Passengers:</p>					
4.2	<p>Explore new methods of handling passenger contact/appeals</p> <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. 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>	<p>Await any decision by DfT on ADR in rail.</p>	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"> work with the industry to formalise a TOC complaints handling audit programme, with a view to developing a "complaints handling audit" product 		<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, ScotRail, Cross Country, LOROL, FTPE, GWR, Arriva Northern and Network Rail draft CHPs. We are currently consulting on AGA's draft CHP.</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.</p> <p>A further workshop took place on 9 February, chaired by TF and LTW, at which the protocol was discussed in detail with industry representatives. Kate is meeting with LTW in March to establish any next steps that need to be taken with the industry before the protocol can be finalised.</p>		DS

4.4	Ongoing work: <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 		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.		DS
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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	Investigate the experiences of bus passengers with disabilities <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 	Accessibility Forum met in October. DPPPs reviewed for: South West Trains, Virgin West Coast, Grand Central, East Midlands, LOROL, MTR Crossrail and Great Western, London Midland, Arriva Northern, Hull Trains, First TransPennine and Southeastern Smart ticketing disabled passengers project delayed by DfT. When restarted, publication would be in next year.	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 Reviewing DPPPs for Merseyrail, Network Rail and Serco Caledonian sleepers		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"> • consider using tighter age bands for more specific data. 	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"> • 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 	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"> • 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 	Staff attitude survey run February 2016			DS
6.3	Report: <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 	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"> • 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 	Media statements and releases all include messaging on expanded remit/commitment to existing work. Roads change programme successfully concluded however the Spending Review has initiated another programme of change that will run throughout 2016-2017. Staff Attitude Survey completed February 2016 with results scheduled to be communicated and released March 2016	The Roads change process referred to for the purpose of the 2015-16 workplan has been successfully concluded and closed. A new structure was implemented as a result of the Roads change, however due to SR2015 further structural redesign is now required hence the amber status.		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 	<p>Ad hoc staff newsletter, "Interchange", circulated. Piccadilly Gate seating arrangements successfully implemented</p>	<p>More regular staff communication tools in development (SN)</p>	<p>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.</p>	<p>JC / NH</p>
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>	<p>The funding Delivery Group has been launched to examine options and oversee the delivery of a Business Plan for 2016-2017</p>	<p>Discuss future funding options with DfT</p>		<p>JC / NH</p>

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
Passenger Team																
PAS1	Passengers satisfied with the service they receive	>70%	73%	81%	66%	71%	65%	69%	70%	78%	70%	66%	80%		72%	
PAS2	Passenger evaluation forms returned	>20%	32%	36%	33%	22%	34%	27%	28%	38%	25%	25%	30%		30%	
PAS3	Calls to Ventrica are answered within 20 seconds	>85%	89%	88%	87%	83%	85%	77%	83%	84%	77%	80%	86%		84%	
PAS4	Appeals acknowledged within five working days	>90%	95%	94%	95%	90%	97%	97%	97%	98%	95%	98%	96%		96%	
PAS5	Appeals closed within 35 working days	>75%	77%	66%	68%	76%	79%	78%	86%	85%	74%	79%	75%		77%	
PAS6	Enquiries closed within 35 working days	>90%	87%	88%	78%	85%	91%	97%	94%	100%	91%	95%	95%		91%	
PAS7	Complaints about Passenger Focus	<01%	1.38%	0.00%	1.98%	0.00%	2.70%	1.00%	0.00%	0.45%	0.40%	0.87%	0.86%		0.88%	
Resources Team																
RES1	Finance - Expenditure within 5% of budget	<05%	8%	2%	11%	9%	12%	2%	3%	3%	4%	11%			6.10%	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%	90%	98%	94%			93%	58 out of 771 invoices missed the payment target due to annual leave and sick absence in the team and delays with invoices authorisation. 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%	73%	96%	96%			88%	31 out of 263 claims missed the payment target due to annual leave and sick absence in the team. The average payment period to date is 6.9 days. The target for the year will be missed.
RES4	ICT - System availability	>95%	100%	100%	100%	100%	100%	100%							100%	Awaiting the reports from Daisy Group
RES5	Unplanned absence	<3.4%	5.1%	1.0%	1.2%	0.9%	0.0%	0.9%	2.5%	2.6%	0.6%	1.4%			1.6%	Unplanned absence is 1.3% after adjusting for long term sick absence
RES7	Corporate induction completed within 30 days	100%														Team inductions completed for new starters and new Corporate induction slides are currently being used for 'at the desk' induction
Chief Executive's Team																
CEO1	Papers produced five w/days before meetings	>90%	67%	50%	100%	100%		100%	67%	100%	100%	100%	100%		88%	
CEO2	Minutes sent to Chairs within five w/days	>90%	67%	100%	100%	67%	100%	33%	100%	100%	50%	0%	100%		71%	Delay in receiving July Board minutes from our supplier and delay over Edinburgh events for SGG minutes

