

# Workplan report

Full report – 2016/17



Updated: 04/11/2016

## Workplan report – 2016/17

The measures detailed in this plan monitor the performance of Transport Focus in delivering its Workplan objectives. The RAG status of each indicator is populated by the owner, and an option from the drop down list should be selected.

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.

Please do NOT update the key objectives section; this will be updated centrally once other entries have been made

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.



DfT funded work			Additional work
A	B	C	D
DfT funded core work	DfT funded discretionary work	DfT separately funded workstreams	Work that is generated through proactive intelligence / marketing and accounted for separately

### Key Objectives:

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
K01	Complete planned stages of the modernisation of the National Rail Passenger Survey	Spring pilots successful and have validated the proposed revisions to the NRPS questionnaire and data collection approach.	We have received selected gateline data from TOCs and have camera-based footfall counts from Network Rail to enable us to rebalance NRTS data but DfT has experienced difficulty in extracting NRTS data for us. The ITT for the new contract was approved by SGG and was issued on 15 July 2016. Bids currently being assessed.	Resourcing remains the biggest risk but unless unexpected events materialise it is considered we have the capacity to deliver our plan.	IW	On Track
K02	Reach over 50,000 passengers in the next wave of the Bus Passenger Survey	We have completed the signing up process and have a total target of 44,470 responses, of which 7,300 are in Scotland. Survey coverage in Scotland is better than in 2014, as we will be including all of the mainland areas, with HiTrans (Highlands) and SWESTrans (Dumfries & Galloway) added this year. We had considerable success in gaining support from some of the major operators, with Stagecoach in particular providing coverage for their routes in areas where local authorities were not able to participate this year. Questionnaires have been agreed for all areas and the online survey versions set up.	Fieldwork started on 5 September and will run until late November, with a slight delay for Scotland due to the late agreement of coverage for this area. Spot checking of fieldwork to be undertaken.  Need to start early discussions with industry about the future shape of BPS.	Delay for fieldwork in Scotland may impact upon reporting timings.  Lack of formal response from Welsh government means that it is too late to include in the current survey, although could be run at a later date.	DS	On Track
K03	Successfully pilot the Strategic Roads User Survey	Arrangements in place with DVLA (Plan A) and TNS (Plan B). Questionnaire software successfully 'talking' to the mapping software. First round of user testing complete. Refinements to the mapping software continue. Management of relationship with questionnaire software company - Confirmit - now outsourced to Future Thinking.	The first round of user testing revealed that users found being asked questions about motorways and then the same questions about 'A' roads (which is how the current NRUSS works) confusing and repetitive. That risks loss of data quality and reduced completion rate for the survey. This has led to discussions with Highways England, ORR and DfT about focusing the SRUS on road users' experience of <i>particular</i> part of their journey. As well as being potentially more manageable for respondents, it will produce more actionable data for Highways England to use to improve customer experience. While this appears to be relatively straightforward in a technical sense, work is now needed to determine what proportion of each road section would constitute a representative whole. We have also been firming up the timetable between the end of the pilot phase and start of full operation, particularly in relation to the need either to run an OJEU procurement (Plan B) or negotiate arrangements with DVLA (Plan A). We believe that 1 October 2017 is the realistic date for SRUS full operation to commence.	Creating a robust sample made up of sections of journeys proves too difficult to achieve. Obtaining stakeholder buy-in to the 'one road' approach.	GD	Some concerns
K04	Develop lower cost, always on and on line versions of our tracker surveys for rail, bus and tram	Scoping work advanced. Met with Hacktrain. Zipabout commissioned to develop an API that can interface with third party apps and websites to provide user feedback	Recontact C3UK to discuss GA pilot now that franchise has been awarded		IW	On Track
K05	Make the changes necessary for the organisation to deliver the Transport Focus Work Plan 2016 – 17 in line with the budget available	Core budget agreed for 2016-19 and change process well under way	Restructuring process underway to be fully implemented in Q3 2016-17.	Risk fully explored and recorded via Change Team.	AS	Some concerns
K06	Deliver the additional funding and associated projects as set out in the Transport Focus Business Plan 2016 -17	Business and Innovation Group established. Time recording pilot complete. Additional work principles agreed.	Work continuing on business plan and developing new areas of work. A one day workshop in August is planned to give the project some umph.	Risks to be fully explored At August workshop.	AS	Some concerns
K07	Seek to achieve an improvement in overall staff satisfaction with 'Working at Transport Focus' as measured by the Autumn 2016 Staff Attitude Survey	This objective requires further work over the course of 2016-2017 but there is no reason to believe the objective cannot be met.			AS	On Track

K08	Achieve at least 70% passenger satisfaction with the way we have dealt with their complaint	<p>Achieved 66% overall passenger satisfaction in September, which falls below our 70% target. However, this score has improved on 63% in August. Unfortunately, this brings our average passenger satisfaction for 2016/17 just below target at 69% YTD.</p> <p>Resolved 335 passenger appeals in September and our average handling time is for September is 34 days.</p> <p>As at 4 November 2016, the operators with the highest active caseload are Virgin Trains West Coast, Northern (Arriva) and Great Western Railway. The active appeal caseload currently stands at 674. The top comments raised by passengers for appeal cases resolved in September related to complaints handling, train service performance and fares, retailing and refunds.</p>		<p>We achieved 66% overall satisfaction with our service in September.</p> <p>The number of incoming cases continued to increase in September, as we have seen consistently in recent months. We are monitoring for recurring trends. However, the increased volumes appear to be the result of changes to the provision of our details and the referral process to us in line with the new Complaints Handling Guidance issued by ORR late last year. KO continues to monitor incoming cases closely for trends.</p> <p>The situation with our unusually high case load for Virgin Trains remains an issue and we continue to see an increase in incoming cases. The increase in incoming cases appears to be due to more passengers contacting us following a change in stance on part of VTWC with regards to offering goodwill, where they may have done previously. As a result of their stricter position, we are challenging responses being received from VTWC more so than we have done historically. The quality of responses from VTWC has had a negative effect on both our overall handling time and passenger satisfaction. We have met with Virgin Trains regarding these issues and continue to press them for better results and more streamlined processes. We have also set up bi-monthly meetings to review all outstanding cases. The issue with VTWC has also been escalated to DS and AS with a view to potentially escalating at Director/MD level within Virgin.</p> <p>We have taken on a new temporary SPTA resource to support the team until March 2017 and are currently assessing any additional resource requirements to handle the current workload.</p>	DS	Some concerns
K09	Strive to ensure that over 70% of key stakeholders rate Transport Focus as 'useful' in the 2017 Transport Focus Stakeholder Attitude Survey' (all)	This objective requires further work over the course of 2016-2017 but there is no reason to believe the objective cannot be met.	(SN) Investigating options to carry out a low cost yet independent external stakeholder review.		ALL	On Track

### Improving today's transport user experience

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
	<b>Rail:</b>					
B01	Capturing previous lessons learned, secure improved information during disruption and better compensation arrangements for passengers affected by re-building works at London Bridge and other parts of the country (for example, works on the Northern Hub, Waterloo, Euston and Glasgow Queen Street)		<p>Board member sits on Glasgow Queen Street Partnership Group. Passenger handling at Glasgow Queen Street is currently going well. Queuing systems and replacement buses that were thought required not now needed. ScotRail report that many passengers are using alternative routes and modes of transport during disruption. Robert Samson and David Sidebottom met in August 2016 with Network Rail in Glasgow to discuss possibility of using our Emotional Tracker/travel diary app as a method of monitoring passenger experience during the works at Queen Street during ongoing disruption during the building works.</p> <p>Agreement with Stagecoach and Network Rail to conduct research on engineering work at Waterloo starting with focus groups in November.</p> <p>Drive change for passengers on Arriva Trains Wales and cross-border services:</p> <ul style="list-style-type: none"> <li>- securing action plans to address declining passenger satisfaction, particularly targeting right-time punctuality and reliability of trains</li> <li>- working to improve passenger information during disruption; working jointly with GWR and local stakeholders in advance of Severn Tunnel closure</li> <li>- continuing to press for improvements in their revenue protection policy and how passengers are handled - exploring potential for a penalty fares trial</li> </ul> <p>Southern/south east quadrant:</p> <ul style="list-style-type: none"> <li>-considerable media coverage following the 'temporary timetable', delays and industr action</li> <li>-launched a 'travel diary app' and monitoring results</li> <li>-daily updates on our website</li> <li>-continuing to raise concerns with the industry</li> <li>-Meeting with the 'new' chair of the GTR/Network Rail Alliance</li> </ul>		DS	On Track
B02	Identify and develop ways of boosting engagement with the new Northern and Trans Pennine Express franchises and promoting passenger interests in the transition to new franchise agreements (work funded via the new franchisees)	Jordan Sargeant appointed into role. Induction into role with Northern has begun, meetings held with Head of Customer Experience, with further discussions with senior team and to set objectives for work. Fed in passenger perspective on issues including their first part-refurbished train.	Seeking meeting with TPE asap. Also fixing meeting with Rail North to discuss how Transport Focus can provide additional analysis from NRPS and other passenger insight work.		DS	On Track

B03	Continue in depth work with Great Western Railway (GWR) and Network Rail on current passenger issues and engineering works in particular (work funded via the GWR franchise 'direct award')	In addition to the extensive input into the planning processes in the build up to the various major line closures over the summer (including the May and Summer Bank Holiday line closures in the Bristol area, Hinksey and Severn Tunnel line closures), we undertook mystery shopping trips which enabled us to provide detailed feedback to GWR about the onboard, at station and RRS passenger experience, including the positives and where improvements could be made. Feedback has led to improvements to various aspects of possession management and has been regarded as helpful by GWR.	Continuing to build role and contribute to and assert the passenger perspective across a wide range of issues including:  Planned disruption - Dedicating a significant amount of time and focus to providing advice and input to the GWR teams managing the six major possessions programmed for 2016 [Bath - Bristol completed, Filton 1 completed Filton 2 completed, Hinksey completed, Severn Tunnel closure ongoing until 21 October, Christmas 24 December - 2 January 2017]. - Objective is to ensure the lessons learnt from the Bath research are embedded and that disruption to passengers is minimised as much as possible and good information is available. - Activities include engagement with the planning team to ensure service plans work for passengers, direct input into info and comms materials and strategies, as well as attending joint steering groups and liaising with local stakeholders. - Also engaging at a strategic level with senior management on approach and impact on passengers - Focus now moving onto the significant closure of Paddington over Christmas and the engineering possession at Bath over Easter 2017  Performance - continuing to focus on improvements in performance and as part of this we are working closely with the joint GWR / NR performance recovery team. So far this year this has included presenting at a performance conference, participating in a review of Reading station and provision of research data  Passenger experience - ongoing attendance at GWR's Customer Experience Steering Group  Network Rail - continuing to engage with NR route MD and his team.  Electrification - continuing to track and contribute where possible to the re-evaluation of the electrification deliverables and timetable following the announcement of the delay by Sir Peter Hendy		DS	On Track
B04	Work with the Association of Train Operating Companies (ATOC) to improve the quality of passenger information, in particular during disruption (funded by RDG)	Assisting ATOC with a review of the existing Passenger Information During Disruption (PIDDD) actions, in conjunction with the top 10 issues we had previously identified (from our original research). Taking part in a review of the ATOC Approved Code of Practice on Passenger Information). Continuing to provide feedback about information issues noted online and on the ground. Drawing website issues to the attention of relevant TOCs, for example difficult to find online delay repay forms.	Working towards presenting to the ATOC Customer Experience Board in November, drawing on our existing research and some being carried out for ATOC. The purpose is to focus that Board's attention on the things that will make most difference to passengers, without losing sight of the original 40 plus recommendations.		GD	On Track
B05	Initial work with the Rail Delivery Group ('RDG') to improve ticket retailing, including smartcards building on the extensive series of research done by Transport Focus since 2012		Initial discussions with RDG on their '10-point plan' for TVMs. Meeting to be scheduled to discuss our impending report on retailing (see also C04)). RDG also part of smart ticketing working groups.		MH	On Track
<b>Road:</b>						
B06	Understand and publish the views of pedestrians, cyclists and other 'non-motorised' users of the SRN. Use this work to focus Highways England and others on the needs of these users	Draft report prepared. Publication summer 2016.			GD	On Track
B07	Publish research into HGV driver's views about facilities to be provided at the new lorry park in Kent and about queuing on the A20 into Dover (TAP)	Research agency report finalised. Summary and recommendations in development.	Research has been completed and preparing output for publication. Stakeholder engagement due to start shortly.		GD	On Track
B08	Publish the research into SRN user needs and experiences during incidents and roadworks, including information provision. Use that research to help re-shape planning, operations and communication before, during and after major roadworks	Research agency report finalised. Summary and recommendations in development.	Research has been completed and preparing output for publication (scheduled for Nov 2016). Stakeholder engagement due to start shortly.		GD	On Track
B09	Complete and publish research into users' priorities for improvement to road surfaces. Use the results of that research to drive changes in understanding user needs, planning and maintaining road surfaces	An outline of our proposed approach was discussed with Highways England and the Highways Term Maintenance Association (trade body for road maintainers) in August. Based on those discussions the project will now seek Management Team approval to proceed on the basis of 50/50 funding between Transport Focus and Highways England, with contributions in kind (i.e. advice) from HTMA.			GD	On Track
B10	Publish work on the user experience of roadside facilities, including motorway service areas. Use that work to both improve the current experience and change thinking about longer term planning of such facilities	Report published on 26 July 2016 as "Take a break". Successful launch workshop/seminar held. Attendance from a number of service area group CEOs.			GD	On Track
B11	Review how Highways England manages user contacts and complaints – we aim to help improve complaints handling satisfaction	The cases provided by Highways England have been reviewed, and the report with findings and recommendations has been shared with Highways England.	Working with Highways England on their response to the findings, which will be followed by publication of the report.		GD	On Track
<b>Bus users</b>						

B12	Work with bus operators and local authorities to use the results of the Bus Passenger Survey as an important measure of their success and of their customers' feedback	Met with Liverpool City Region's "programme board" in late August to present what we know about bus passenger needs and experiences with their local bus service. This forms part of our role on the new "Bus Alliance Board" for Liverpool City Region. Using BPS (alongside our other work) to influence strategic direction of bus services in the region. Also good work in Cornwall with their development of "bus franchising" including our representation on working group. Presented BPS Spring wave results to West Midlands Bus Alliance and Bus Satisfaction Group. Continuing their focus on tackling congestion in partnership with local Highways - National Express raised possibility of commissioning work on what it would take to get people out of cars. Presented BPS results to CPT conference in Sheffield to an audience of senior bus personnel and used opportunity to discuss plans for BPS in the future.	Ongoing work through the likes of Merseytravel and Transport for West Midlands authorities to use BPS results in development of their bus "alliancing" work. In addition the team will contact areas/operators that committed to actions arising from the 2015 BPS results this summer to monitor progress. The Board of Liverpool City Region's Bus Alliance meets in mid-November for the first time. Transport Focus has a place on the Board.	Schedule visits to operators and/or authorities after we have completed push to encourage industry to actively participate in 2016/17 BPS.	DS	On Track
B13	Work in two areas with operators, Traffic Commissioners and local authorities to develop improvement action plans where poor performance is causing issues		Initial conversations with the Senior Traffic Commissioner to shape the criteria we use to identify a short-list of areas have taken place. More work needed now to identify the two areas and how we engage with those stakeholders involved. Will use our role on West Midlands and Liverpool City Region alliances to possibly identify opportunities for pilot work in these two regions.	Will need to carefully engage with a small number of authorities/operators at what is a sensitive time for bus to convince them that our involvement will be beneficial.	DS	Some concerns
B14	Develop better working relationships with local authorities, bus operators and Traffic Commissioners in the six largest conurbations outside London to jointly improve BPS scores in those areas		Maintained existing strong relationships in areas such as West Midlands and Merseyside. Discussing new opportunities to build closer links in other areas through development of the Bus Services Bill and our programme of BPS work.		DS	On Track
B15	Take the results from our 2016 report Bus passengers have their say: Trust, what to improve and using buses more and work with the industry and local authorities to help boost use of buses alongside increased satisfaction	Made presentations this year at several high profile bus industry events and conferences including the European Bus Forum in Manchester (June 2016), DfT led workshops on the Bus Service Bill and to the Liverpool City Region bus alliance programme board.  Presented our bus and rail research at Policy Forum for Wales seminar on future transport policy in Wales.	Through our work on the 2016 BPS programme the team will reinforce previous conversations on bus passenger trust (discussed 2015-16) and opportunities to influence future thinking on local bus arrangements that may be provided through the Bus Services Bill.  Cabinet Secretary announced his plan for developing the bus industry in Wales at the Policy Forum for Wales seminar, including a Bus Summit in 2017. Writing to the Secretary to offer assistance and to seek an early meeting.	Balancing priorities with BPS and other engagement objectives.	DS	On Track
B16	Map the changes and extent of transport provision across scheduled bus services, 'on demand' transport, school transport, rail services (if any), patient transport and other generally accessible forms of transport	Published in June 2016 our Demand Responsive Transport research	In June 2016 we published our Demand Responsive Transport research report. We are now following up opportunities for more conversations with organisations such as Local Government Association, Association of Transport Coordinating Officers, Community Transport Association etc. Met with Chief Executive of Community Transport Association (CTA) in October 2016 to review how they are using the DRT report to influence their work with local schemes and authorities.	Ensure we make authorities aware this year ahead of budget decisions for 2017-18.	DS	On Track
<b>Tram users</b>						
B17	Carry out and publish the 2016 Tram Passenger Survey. Use the results to pursue and boost passenger satisfaction	Reached agreements to cover work in Edinburgh, Blackpool, Manchester, Birmingham and Nottingham (for the first time). Succeeded in obtaining some funding from Sheffield towards reporting, but not fieldwork, so have reduced the sample size for Sheffield from 500 to 250 in order to get close to our budget, while still retaining the 6 networks.	Need to start early discussions with industry about the future shape of TPS.  TPS fieldwork started on 26 September and will run until 27 November. Work being carried out in Blackpool, Edinburgh, West Midlands, Manchester, Nottingham and Sheffield. Spot checking of the shifts will be undertaken.	Reduced sample size for Sheffield, necessitated by our own reduced budget and failure to gain full co-funding support from Sheffield (SYPT), reduces the statistical robustness of the data, especially at a line level (only 125 responses target per line).	DS	Some concerns

### Making a long term difference for transport users

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
<b>Bus:</b>						
C01	Work to ensure the forthcoming Buses Bill places user needs at its heart and work with local authorities and operators on any changes arising from the Bill	Our proposals for enhanced passenger representation, consultation and expectations of franchising has been welcomed by senior members of the Bus Services Bill team at the DfT. Progress of the Bill through the Lords has recognised some of our points and amendments have been made to draft Bill to reflect this. Meeting with Minister in early November to discuss these same issues as well as our related work on BPS and consumer redress.	Involved now in three workshop streams with DfT team developing secondary legislation and accompanying guidance. Produced submission to the House of Commons Transport Committee Inquiry in the Bill Prepared a document setting out views on what passengers would want to see in a bus franchise	General programme and timetable of Bill. Ability to identify the influence those authorities in 2017-18 that progress different local arrangements following the Bill.	DS	On Track
C02	Help spread the use of passenger focused smart ticketing for bus passengers (initial work plus additional funding possibly from DfT, local authorities and operators)	Recently published work on Smart and contactless shared with senior bus industry stakeholders.	Involved with Transport for the North's smart-ticketing programme and spoke at bus forum developing contactless payments across the major bus operating groups.	Potential influence in major bus operators' drive to introduce contactless across their operations.	DS	On Track
<b>Rail:</b>						
C03	Boost the passenger voice in government and industry 2019-24 planning processes (some initial work plus additional input hopefully funded by ORR and the industry)	Submission and attendance at Transport Select Committee on the 'Passenger Experience'.  Submission to ORR on PR18 initial consultation  <b>Non Workplan Items on passenger rights (no obvious place to put them):</b> -Submission to BIS on improving the consumer landscape -submission to House of Lords on Consumer Rights Act -producing briefing on the potential impact of the Consumer Rights Act  Responded to Welsh Assembly request for input to scrutiny committee five-year programme, with priority areas for transport.	Developing proposals to identify best ways of boosting the passenger voice. Initial discussions had with RDG and DfT. Continuing to push the use of right-time performance metrics in monitoring. Producing document identifying/showing the benefits (in terms of satisfaction) from investment in stations (produce October to tie in with RDG station event)  Connecting with Welsh Government and National Assembly: - building relations with Cabinet Secretary, civil servants and Assembly Committee structure, especially in context of the Wales Bill - feeding passenger research and intelligence into key priorities for transport, especially for Capital region and North Wales	Any expansion of activities requires funding.	MH	On Track

C04	Help revolutionise and modernise rail ticketing (initial work with further possible funding from RDG)		Report summarising developments in fares and ticketing in production (forecast date October - though will depend on the fares forum). Discussions with DfT, ORR, RDG and Which? regarding a fares summit designed to identify improvements in the short-term. Working group sessions being organised with potential meeting now in November		MH	On Track	
C05	Continue to provide insight and input to the development of franchise policy and upcoming South Western, West Midlands, West Coast, East Midlands, South Eastern and Wales and Borders rail franchise replacement processes plus the Cross Country direct award and mobilisation of East Anglia (additional work funded by DfT)	<p>General</p> <ul style="list-style-type: none"> <li>- Introductory meetings with two potential new entrants to UK franchise market.</li> <li>- Gave evidence to Transport select Committee Inquiry on rail franchising on 10 October.</li> </ul> <p>Franchise strategy</p> <ul style="list-style-type: none"> <li>- Submission to Transport Committee Inquiry published on their website.</li> <li>- Submission to TfL on potential transfer of some rail services in London from DfT to TfL</li> </ul> <p>Wales and Borders</p> <ul style="list-style-type: none"> <li>- Submitted response to HoC franchise enquiry</li> </ul> <p>Direct Award - Cross Country</p> <ul style="list-style-type: none"> <li>- Contract awarded 29 September</li> <li>- DfT confirmed adopting sub-toc NRPS targets.</li> </ul> <p>Northern and TPE</p> <ul style="list-style-type: none"> <li>- Jordan Sargeant appointed to jointly funded post to represent passenger interests in the new franchises.</li> </ul> <p>East Anglia</p> <ul style="list-style-type: none"> <li>- Media coverage of comments in response to award of new contract to Abellio.</li> <li>- Briefed Guy Dangerfield on agreements at bid stage as responsibility for this franchise is handed over from franchising team to transport user team.</li> </ul> <p>West Midlands</p> <ul style="list-style-type: none"> <li>- ITT published 30 August. DfT thanked us for well-evidenced submission to support business case for a number of positive measures.</li> <li>- Meetings held with shortlisted bidders</li> </ul> <p>West Coast</p> <ul style="list-style-type: none"> <li>- Franchise consultation response submitted and published.</li> </ul> <p>South Western</p> <ul style="list-style-type: none"> <li>- Bid review and submission of specialist report submitted end of September</li> </ul>	<p>Franchise strategy</p> <ul style="list-style-type: none"> <li>- Following feedback, awaiting conclusions of DfT review of EA approach to outcome-based specification.</li> <li>- Report into passenger compensation finalised with DfT and ORR as joint-funders. Has been ready for publication since July but delayed due to ministerial changes and parliamentary recess. Awaiting confirmation of new publication date from DfT.</li> <li>- Discussion around issues posed by increasing devolution.</li> <li>- Productive discussions about potential to emphasise improvements to PIDD through franchise specifications. Ran further session for specifiers and Q&amp;S manager.</li> <li>- Following initial discussion on new franchise pages for website provided comments on draft text now awaiting final refinements.</li> </ul> <p>Franchise competitions in progress - in chronological order</p> <p>West Midlands</p> <ul style="list-style-type: none"> <li>- Invited to provide specialist reports for evaluation (December).</li> </ul> <p>West Coast</p> <ul style="list-style-type: none"> <li>- Met with project team and awaiting their decisions on next stages of competition.</li> <li>- Member of project team attending Members event in November</li> </ul> <p>South Eastern</p> <ul style="list-style-type: none"> <li>- Confirmed DfT will fund qualitative passenger research to inform specification. Project approval and research brief prepared. Set-up meeting held with research agency 18 Oct.</li> <li>- Invited to contribute text for prospectus</li> <li>- Agreeing our contribution to 'bidders' day' - likely to give a presentation and have a stand at the event.</li> <li>- Introductory meeting with new Project Director.</li> </ul> <p>East Midlands</p> <ul style="list-style-type: none"> <li>- Submitted a page setting out passenger perspective for Prospectus.</li> <li>- Discussions around NRPS target regime.</li> <li>- Invited to take part in 'bidders' day' in November.</li> </ul> <p>Wales and Borders</p> <ul style="list-style-type: none"> <li>- Developing network knowledge.</li> <li>- Further development of links with TfW, including discussion of potential role for nrps in Service Quality regime.</li> <li>- Positive meetings with Welsh Government on 29/6 and Policy team on 18/8.</li> <li>- Provided passenger perspective contribution for market materials.</li> <li>- Invited to attend and present at five further stakeholder events New Year</li> </ul> <p>Direct Award - Cross Country</p> <ul style="list-style-type: none"> <li>- Franchise research being prepared for publication, expected in January.</li> </ul>	<p>General</p> <ul style="list-style-type: none"> <li>- Managing high level, and diverse range, of franchise activity.</li> <li>- Timely publication of franchise research and submissions within a busy schedule.</li> <li>- Managing diverse requests for analysis of nrps and other research and ensuring that appropriate balance is struck between public data that should be widely shared and information specific to developing initiatives which should remain confidential. Decisions on who should fund additional analysis to flow from this.</li> </ul> <p>Franchise strategy</p> <ul style="list-style-type: none"> <li>- Level of resource that can be negotiated for research for specific franchise competitions.</li> <li>- Changes to DfT approach to requirements for and measurement of quality in franchises.</li> <li>- Ensuring budget for complementary approaches to nrps is allocated in this financial year.</li> </ul> <p>Innovation</p> <ul style="list-style-type: none"> <li>- Level and timing of input a potential challenge in relation to core franchising activity.</li> </ul> <p>Team changes will inevitably create some disruption in performance as handover and induction takes place.</p>		MH	On Track
C06	Develop the HS2 Passenger Panel, producing regular reports funded by HS2	We have chaired two hs2 Customer Insight Steering Group	Passenger panel tasks and reporting continue		IW	On Track	
C07	Work to ensure that the passenger voice is heard in the design of new rolling stock (Work funded by train leasing companies, local authorities, manufacturers and, hopefully HS2).	Nexus research underway	Discussions continue with Merseytravel about next wave of research		DD	On Track	
<b>Road:</b>							
C08	Make sure user views on priorities for improvement drive the overall thrust and route strategies of the investment plans set out in the second Road Investment Strategy (2020-25)	RIS2 user research completed and report in preparation.	Advanced discussions with Essex and Suffolk CCs and HE for detailed research in support of the A120 strategy.		GD	On Track	
C09	Complete and publish work to identify road user priorities for input to development of Highways England's 18 route strategies – work largely funded by Highways England	Results presented to HE and were well received	Summary report in preparation for publication this Autumn  If with comms mid Sep - ETA mid Oct (currently awaiting HE signoff)	Results show efforts to reduce congestion should be the key priority for 2020-25, well ahead of improving road surface quality. This is in apparent contradiction with our existing priorities for improvement work. We are developing a narrative to explain this, which we believe this because in this latest work the questions consciously focused respondents on 2020-25 and so produced more 'strategic' responses.	GD	On Track	
C10	Complete and publish research into road users' experiences of using smart motorways, including sections of all lane running	Quarter 4 project - not yet started			GD	On Track	
C11	Complete and publish research into driver behaviours and attitudes, including their impact on journey satisfaction and safety	University of the West of England has completed the work. A summary/introduction is in preparation.			GD	On Track	
<b>Coach:</b>							

C12	Use knowledge gleaned from our road user and bus passenger work to help improve the quality of coach services		Management Team discussed potential for coach passenger research this year looking at access to airports. Decision to be taken on scope and funding following exploratory meeting with an agency in mid-November.	DS	Major concerns
<b>Accessibility</b>					
C13	Make more use of our existing work to provide extra, in-depth insight into particular areas such as accessibility, personal security and other	Accessibility Forum held in April. Analysis of BPS results presented at the Forum and published. Published report on Personal Security on rail (which attracted much media interest)	Continuing to comment on industry DPPP proposals Planning for next Forum meeting (26 October) Analysis of NRPS results to be presented	MH	Some concerns

### Understanding the needs of transport users – insight and research

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
<b>Bus users</b>						
D01	Redevelop a BPS proposal for the Scottish and Welsh Governments and operators for further consideration (funded by government and bus companies)	We have succeeded in gaining the participation of Transport Scotland (with support from the RTPs) and will have coverage of the survey in all the mainland areas for the first time. We also gathered co-funding support from several of the bus operators in Scotland, enabling the full planned programme of research to take place. The only exception was Lothian Buses, who chose not to fund their own route boost sample this time. Proposals and general indications of costs for discussion were also shared with various parties in Wales and Northern Ireland. The Consumer Council Northern Ireland approach was fairly speculative and they did not have the funds to proceed at this stage.	Welsh government response was too late for inclusion in the autumn 2016 survey. Formal agreement document to be created for Transport Scotland and the RTPs.	Success in Wales will be dependent upon the extent of support from the local government, with operators then providing additional funding. The decision in Wales was too late for inclusion in this autumn's survey.	IW	Some concerns
<b>Tram users</b>						
D02	Carry out and publish the 2016 Tram Passenger Survey (funded by us, operators and local authorities)	Participation agreed with Manchester, Midlands, Blackpool, Nottingham and Edinburgh, but could only get part funding from Sheffield (towards reporting) so we have reduced sample size there from 500 to 250. Approaches to Tyne & Wear Metro (via Nexus) were unsuccessful. Questionnaires and patronage data have been updated for all networks (where available) with the inclusion of the 'trust question'. Online survey checked on PCs and mobile devices. New process for recruitment of online respondents has been tested (an automated system that has the potential to issue the survey invitation to recruited passengers while they are still on board the tram).	Survey fieldwork was delayed, due to the delays in signing up participants, however started on 26 September. Spot checking to be carried out on fieldworkers.	Survey started late this year - a couple of weeks later than in 2015, due to delays getting tender process completed. Reduced sample size for Sheffield, necessitated by our own reduced budget and failure to gain full co-funding support from Sheffield (SYPT), reduces the statistical robustness of the data, especially at a line level (only 125 responses target per line).	IW	Some concerns
<b>Road users</b>						
D03	Run the existing National Road User Satisfaction Survey from April 2016	The NRUSS has been running successfully for four months			IW	On Track
D04	Conduct research into HGV drivers experiences of Operation Stack (when next invoked)		Note: a decision about whether to conduct research would be taken if Operation Stack is introduced		IW	On Track
D05	Publish work on the cyclists', pedestrians' and horse riders' requirements of the SRN		Being scoped.		IW	On Track
<b>Rail users</b>						
D06	Carry out and publish two waves of National Rail Passenger Survey, engaging over 60,000 passengers in the process (funded by DfT)		Autumn wave started on 1st September 2016.		IW	On Track
D07	Publish research to inform franchise specifications (funded by DfT)	Research for South eastern underway	Subject to dft requests		IW	On Track
D08	Publish new work on passenger views on compensation in collaboration with ORR (funded by DfT/ORR)		Report publication delayed due to ministerial changes and parliamentary recess - awaiting confirmation of date from DfT/No 10.	Delayed publication is impacting the usefulness of the research to other stakeholders.	IW	Some concerns
<b>Smart ticketing</b>						
D09	Publish research on transport users and smart ticketing in the North of England (funded by DfT)		Held up by DfT - looking like October may be OK for publication		IW	On Track
D10	Carry out and publish additional work on passengers and smart ticketing (funding by DfT, national governments and transport operators)		Leads with TFN and UK Payments being followed up.		IW	On Track

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

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
<b>Communicate</b>						
E01	• Continue to provide a useful and proactive 24-hour press office • Publish some 12 major reports and 12 e-newsletters for passengers and road users				SN	On Track
<b>Track</b>						
E02	• Number of transport users we engage with through consultation, research and our contact team				AS	On Track
<b>Report</b>						

E03	<ul style="list-style-type: none"> <li>• Three times a year in public at Board Meetings</li> <li>• Update our online data tool each quarter</li> <li>• Audit and Risk Assurance Committee and Remuneration report to the Board</li> <li>• Monthly performance and financial reports</li> <li>• Annual published report on performance, activity and expenditure</li> </ul>		<p>At the moment, we're behind however, the data tool will be back on target within the next couple of weeks (once it has gone through staging, etc.), so will soon be 'on track' and should be ok going forward.</p> <p>(SN) reviewing whether data tool is an appropriate use of our funding at some point this year</p>		All	Some concerns
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### Staff and board

Ref	What we want to achieve	Recent achievements	Work in progress/outstanding work	Barriers to success, risks/issues	Owner	RAG
	<b>We'll continue to ensure that we have staff who want to work at Transport Focus by:</b>					
F01	<ul style="list-style-type: none"> <li>• Working with staff to ensure they continue to get the coaching, development and leadership they need to do their jobs and progress</li> <li>• Staff clearly seeing how their work fits into Transport Focus's overall aims and objectives</li> <li>• Ensuring all staff are supported by responsive, engaged and capable line managers</li> <li>• Promoting diversity and equality in recruiting, retaining and developing staff to maintain broad access to opportunities across the organisation</li> <li>• Continuing to have a staff training and development budget</li> <li>• Making sure staff have the equipment they need to do their jobs</li> <li>• Making sure the organisation's processes support staff in their roles</li> <li>• Making sure we have clear, visible leadership for the organisation</li> </ul>	<p>Bonus awards in respect of 2015-16 performance have been paid.</p> <p>Updated Equalities scheme approved by the Management team</p>	<p>Agreeing business and development objectives for 2016-17 is underway. Modernising laptop estate is planned for Q2. Finalising the Equalities action plan in Q2.</p>		NH	On Track
	<b>The board's key roles, supported by staff within Transport Focus, remain:</b>					
F02	<ul style="list-style-type: none"> <li>• Provide oversight of progress against objectives and setting those objectives in the first place</li> <li>• Overseeing the corporate governance of the organisation - this involves oversight of financial affairs, risk and remuneration</li> <li>• Challenging staff in a constructive way on the operation of the organisation</li> <li>• Discussing and endorsing important media and policy lines the organisation takes on behalf of transport users</li> </ul>				JC	On Track

Too early to say  Target hit  Target missed

		Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Notes
<b>Passenger Team</b>																
PAS1	Passengers satisfied with the service they receive	>70%	73%	77%	63%	74%	63%	66%							69%	Consistently high incoming and active case numbers in recent months has resulted in slower average response time. In addition, we are currently experiencing TOC-specific issues which are being addressed - see report for detail.
PAS2	Passenger evaluation forms returned	>20%	18%	20%	19%	27%	18%	23%							21%	
PAS3	Calls to Ventrica are answered within 20 seconds	>85%	83%	87%	91%	90%	86%	84%							87%	
PAS4	Appeals acknowledged within five working days	>90%	77%	90%	70%	81%	98%	97%							86%	
PAS5	Appeals closed within 35 working days	>75%	83%	77%	82%	80%	87%	99%							85%	
PAS6	Enquiries closed within 35 working days	>90%	77%	100%	82%	94%	82%	96%							89%	
PAS7	Complaints about Transport Focus	<01%	0.30%	1.40%	0.40%	1.00%	0.34%	0.90%							0.72%	
<b>Resources Team</b>																
RES1	Finance - Expenditure within 5% of budget	<05%	-3.2%	-4.1%	10.3%	3.9%	-0.7%	3.4%							2.1%	
RES2	Finance - Invoices paid within 30 days	>95%	98%	97%	100%	99%	94%	90%							97%	17 invoices out of 500 missed the payment target and the average payment period was 15.2 days
RES3	Finance - Expenses paid within 10 working days	>95%	98%	100%	82%	94%	94%	80%							93%	Due to the low number of expense claims processed where a few claims are paid after the 10 day target have a significant impact on the performance indicator. To date 10 expense claims out of 147 missed the payment target but the the average payment period was 5.5 days.
RES4	Unplanned absence	<3.4%	1.2%	1.3%	1.2%	1.7%	4.7%	4.10%							2.40%	Excluding long term sick absence the year to date figure is 1.7%, and the longer term sick absence issues are being actively managed
<b>Chief Executive's Team</b>																
CEO1	Papers circulated five w/days before meetings	>90%	67%	100%	100%	100%		100%	100%						88%	
CEO2	Minutes sent to Chairs within ten w/days	>90%	50%	100%	67%	67%	100%	50%	100%						69%	Due to depletion of resources
CEO3	Minutes agreed with no substantive amends	>90%	67%	100%	100%	50%	100%	100%	100%						86%	
CEO4	Three day turnaround for Members' expenses	>80%	100%	100%	100%	100%	100%	100%	100%	100%					100%	
CEO5	Upheld compliance incidents	0	0	0	0	0	0	0	0						0%	