

Workplan report

Full report – 2016/17



Updated: 11/07/2016

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 are starting to receive gateline data from TOC's and have camera-based footfall counts from Network Rail to enable us to rebalance NRTS data. The ITT for the new contract has been approved by SGG and will be issued on or around 15 July 2016.	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	Detailed methodological review of 2015 results has identified a number of routes to improve both the quantity and quality of responses.	SGG has discussed and agreed some 19 recommendations. A significant amount of work has been done and is being done to ensure arrangements are in place with key operators and trade bodies to boost the scope of the survey. Currently in discussions with stakeholders in Wales and Scotland to push BPS into those nations.	With bus patronage declining and LA's being strapped for cash, no deal is risk free until a contract is concluded. Risk that Manchester may not be co-funded again this year, as again having difficulty achieving support from TfGM and main operators.	DS	On Track
K03	Successfully pilot the Strategic Road User Survey	Qualitative pretesting complete. Arrangements now in place with DVLA and TNS. Questionnaire software successfully 'talking' to the mapping software.	Fieldwork for the 'DVLA approach' pilot and the 'alternative approach' pilot will run in parallel this summer and an independent evaluation of the results will take place during the autumn to inform a final decision on the main survey.	poor response to online approach, or logistical problems. Stakeholder buy in to whichever approach we decide upon	GD	On Track
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	meeting with Zipabout		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	Achieved 77% overall passenger satisfaction in May, which places our average passenger satisfaction for 2016/17 at 75% YTD. Resolved 278 passenger appeals in May. Our average handling time is for May is 25 days. As at 22 June 2016, the operators with the highest active caseload are Virgin Trains West Coast, Arriva Trains Wales and Abellio Greater Anglia. The active appeal caseload currently stands at 416. The top comments raised by passengers for appeal cases resolved in May related to train service performance, complaints handling and fares, retailing and refunds.	Working with GWR on Revenue Protection issues concerns that we raised with them last year. We are currently conducting monthly meetings with their Head of Revenue Protection and Customer Experience Manager to ensure fairness and consistency when applying penalties and the incorporation of GWR's 'Treating Customers Fairly' program. We are also in correspondence with GWR regarding the implementation of their new PF scheme and have communicated our concerns regarding same. The SPTA's continue to work closely with their TOCs regarding any backlogs that the customer relations department may be experiencing and although individual caseloads 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.	We achieved 77% overall satisfaction with our service in May. The number of incoming cases has continued to increase in May, as we have seen over the past 4/5 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. 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 workloads manageable and has maintained a steady overall average handling time. We have taken on a temporary SPTA to mitigate the increased caseloads.	DS	On Track
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.			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
	Rail:					

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.</p> <p>Discussions with the industry about conducting research for Waterloo disruption.</p> <p>Drive change for passengers on Arriva Trains Wales and cross-border services:</p> <ul style="list-style-type: none"> - securing action plans to address declining passenger satisfaction, particularly targeting right-time punctuality and reliability of trains - working to improve passenger information during disruption; working jointly with GWR and local stakeholders in advance of Severn Tunnel closure - continuing to press for improvements in their revenue protection policy and how passengers are handled - exploring potential for a penalty fares trial <p>Final draft of report now back from designers. Working towards a publication date of early July 2016. Need to agree date with DfT.</p>		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)		Process to fill new Passenger Executive (Northern/TPE) post underway June 2016. Both franchises aware of our timetable and induction plans being developed to help post identify and develop key objectives with both operators. Separately we are meeting both TOCs in July to analyse new NRPS results and meet new management teams.	Timetable for recruitment should be resolved late July.	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')		<p>Continuing to build role and contribute to and assert the passenger perspective across a wide range of issues including:</p> <p>Planned disruption</p> <ul style="list-style-type: none"> - 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 due August Bank Holiday, Hinksey 3 week line block 30th July - 14th August, Severn Tunnel closure 12 September to 21 October, Christmas tbc]. - 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 <p>Performance</p> <ul style="list-style-type: none"> - 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 <p>Passenger experience</p> <ul style="list-style-type: none"> - ongoing attendance at GWR's Customer Experience Steering Group - due to attend GWR's all staff training course 'Great Experience Makers' <p>Network Rail</p> <ul style="list-style-type: none"> - building relationship with new NR route MD and his team. Includes regular catch ups team team briefings <p>Electrification</p> <ul style="list-style-type: none"> - 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)	Building relationships with the four 'heads of ...' within the new ATOC customer experience directorate. Identified the top 10 actions (of 50 ATOC is monitoring) that would make the greatest difference for passengers.	Providing ongoing feedback to the National Rail Control Centre on the language used in disruption alerts; commented on a proposed questionnaire for Twitter users and conducting website audits looking for information on delay repay and Passenger Information During Disruption.		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 row 73). RDG also part of smart ticketing working groups.		MH	On Track
	Road:					
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. 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	Insight resource allocated. Initial meetings scheduled to scope the work.		Need to convert Highways England agreement in principle to co-fund into a firm commitment. Don't foresee a problem, but until formally agreed have set as Amber.	GD	Some concerns
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 finalised due for publication 26 July 2016.			GD	On Track

B11	Review how Highways England manages user contacts and complaints – we aim to help improve complaints handling satisfaction	Work underway.		Resourcing is a challenge for this project.	GD	Some concerns
	Bus users					
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	Request from Merseytravel that Transport Focus has a place 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.	Ongoing work through the likes of Merseytravel and Centro 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.	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 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. Using opportunity to discuss new opportunities to build closer links in other areas through development of the Bus Services Bill and our programme of work to boost BPS later this year.		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) and DfT led workshops on the Bus Service Bill.	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.	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.	Ensure we make authorities aware this year ahead of budget decisions for 2017-18.	DS	Some concerns
	Tram users					
B17	Carry out and publish the 2016 Tram Passenger Survey. Use the results to pursue and boost passenger satisfaction	Project has been approved by Management Team. Still going through approval process with the Board. Our funding level has been reduced this year.	Project still to be approved by the Board, so invitation to tender cannot be released. Not yet in a position to go out to the relevant networks with costs for the survey and to gain their participation. Need to start early discussions with industry about the future shape of TPS.	Risk that we run out of time to tender the project, as fieldwork starts early September. ITT will go out to PSL contractors, as not time to issue via OJEU (our original plan). Likely that we will only receive a single tender. Risk that Nottingham and Sheffield do not put in funds (they have not done so in the past) and that we have to drop them from the survey this year. Our reduced funding level is on the basis of receiving co-funding from both of these networks. Risk in going out with requests for funding at a late stage (a repeat of last year) that some networks do not sign-up, although we have had early indications of participation from TfGM and Blackpool. Financial risk to our budget from committing to TfGM that the costs to them will be the same as last year, before we have seen agency costs.	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
	Bus:					
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		Involved now in three workshop streams with DfT team developing secondary legislation and accompanying guidance.	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	Some concerns
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)		Involved with Transport for the North's smart-ticketing programme and invited to speak 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
	Rail:					
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'. Non Workplan Items (no obvious place to put it): -Submission to BIS on improving the consumer landscape	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. Preparing response to ORR's initial consultation on PR18. 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 Initial meeting with DfT and with RDG consultant to discuss our views. Awaiting DfT conclusions on the Shaw Report.	Any expansion of activities requires funding.	MH	On Track
C04	Help revolutionise and modernise rail ticketing (initial work with further possible funding from RDG)		Drafting a report showing progress against the recommendations outlined in our 2012 report on fares and ticketing. This will focus mainly on retailing. Aim is to publish in September. Meeting scheduled with ORR to discuss/coordinate respective plans on retailing.		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>Franchise strategy</p> <ul style="list-style-type: none"> - Submission to Transport Committee Inquiry published on their website. - Submission to TfL on potential transfer of some rail services in London from DfT to TfL <p>Wales and Borders</p> <ul style="list-style-type: none"> - Initiated relationship with Transport for Wales and engagement in the franchise procurement process. - Presented passenger perspective at Market Engagement Day on 26 May. <p>Direct Award - Cross Country</p> <ul style="list-style-type: none"> - DfT confirmed adopting disaggregated NRPS targets on basis of proposals made. <p>Northern and TPE</p> <ul style="list-style-type: none"> - Following commencement of new franchises on 1/4/16, completed input into mobilisation and handed over to Passenger Team, including final negotiations on staff roles/funding. 	<p>Franchise strategy</p> <ul style="list-style-type: none"> - Following feedback, awaiting conclusions of DfT review of EA approach to outcome-based specification. - Negotiating final agreement on content of report into passenger compensation with DfT and ORR as joint-funders and progressing towards publication in tight timescale to meet DfT timeline. - Attended Rail Industry Day - with stand - and secured panel seat for Anthony Smith. - Discussion around issues posed by increasing devolution. - Initial discussion on new franchise pages for website. Follow-up in July. <p>Franchise competitions in progress - in chronological order</p> <p>East Anglia</p> <ul style="list-style-type: none"> - Initial contact with mobilisation team to confirm our input once award made. <p>South Western</p> <ul style="list-style-type: none"> - DfT to confirm NRPS targets. ITT awaited. - Further meetings with shortlisted bidders expected once spec available. <p>West Midlands</p> <ul style="list-style-type: none"> - Consultation response submitted and published on website. - Further discussion of NRPS targets and quality regime with DfT/WMR. - Initial meetings with two shortlisted bidders. Contacted third. <p>West Coast</p> <ul style="list-style-type: none"> - Developing consultation response in new format for 2/8/16 deadline. - Attending consultation events and presenting at majority. - Further discussion of passenger aspirations for ITT to be scheduled. <p>South Eastern</p> <ul style="list-style-type: none"> - Initial contact with project members as DfT team establishes. - Network knowledge to be developed. <p>East Midlands</p> <ul style="list-style-type: none"> - Building relationships with DfT project team and developing network knowledge. - Supplied research data for, and attended, East Midlands stakeholders' franchise workshop. <p>Wales and Borders</p> <ul style="list-style-type: none"> - Developing network knowledge. - Further development of links with TFW. - Initial meeting with Welsh Government on 29/6. 	<p>General</p> <ul style="list-style-type: none"> - Managing high level, and diverse range, of franchise activity. - Timely publication of franchise research and submissions within a busy schedule. - 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. <p>Decisions on who should fund additional analysis to flow from this.</p> <p>Franchise strategy</p> <ul style="list-style-type: none"> - Level of resource that can be negotiated for research for specific franchise competitions. - Changes to DfT approach to requirements for and measurement of quality in franchises. <p>Innovation</p> <ul style="list-style-type: none"> - Level and timing of input a potential challenge in relation to core franchising activity 	MH	On Track
C06	Develop the HS2 Passenger Panel, producing regular reports funded by HS2	Kicked off year 3 with a successful workshop in Birmingham 18th June.	Ian Wright chairing first Customer Insight Steering Group for HS2 24 June.		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).				DD	Awaiting RAG Status
	Road:					
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)				GD	Awaiting RAG Status
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	Fieldwork virtually complete	Presentation of outputs to HE scheduled for 20 July 2016	Some concern at ability to identify stretches of road giving users cause for concern and provide sufficient granularity to HE for results to be actionable, although this likelihood was highlighted to them at the outset	GD	Some concerns
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	Review by University of the West of England complete. Debrief 22 July 2016.			GD	On Track
	Coach:					
C12	Use knowledge gleaned from our road user and bus passenger work to help improve the quality of coach services				DS	Awaiting RAG Status
	Accessibility					
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 (October)	Additional data cuts/analysis dependent on resources and external events	MH	On Track

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
	Bus users					

D01	Redevelop a BPS proposal for the Scottish and Welsh Governments and operators for further consideration (funded by government and bus companies)	Proposals and general indications of costs for discussion have been shared with various parties in Scotland, Wales and Northern Ireland.	Discussions are on-going, but now need to be converted into commitments.	Success in Scotland and Wales will be dependent upon the extent of support from the local governments, with operators then providing additional funding.	IW	On Track
	Tram users					
D02	Carry out and publish the 2016 Tram Passenger Survey (funded by us, operators and local authorities)		Project still to be approved by the Board, so invitation to tender cannot be released. Draft research brief has been created, but will need to be amended before issue as it was drafted on the basis of a 'one plus one' contract, which is now redundant. Not yet in a position to go out to the relevant networks with costs for the survey and to gain their participation.	Risk that we run out of time to tender the project, as fieldwork starts early September. ITT will go out to PSL contractors, as not time to issue via OJEU (our original plan). Likely that we will only receive a single tender. Risk that Nottingham and Sheffield do not put in funds (they have not done so in the past) and that we have to drop them from the survey this year. Our reduced funding level is on the basis of receiving co-funding from both of these networks. Risk in going out with requests for funding at a late stage (a repeat of last year) that some networks do not sign-up, although we have had early indications of participation from TfGM and Blackpool. Financial risk to our budget from committing to TfGM that the costs to them will be the same as last year, before we have seen agency costs.	IW	Some concerns
	Road users					
D03	Promote the voice of road users, developing, trialling and publishing the first wave of the new SRN road user survey. We aim to involve some 5,000 road users this year	qualitative pretesting of materials completed.	Piloting over summer.		IW	On Track
D04	Run the existing National Roads User Satisfaction Survey from April 2016	First 3 months fieldwork complete.	Ongoing research - first three months completed on schedule.		IW	On Track
D05	Conduct research into HGV drivers experiences of Operation Stack (when next invoked)		Awaiting invocation of Operation Stack.		IW	On Track
D06	Publish HGV drivers views on the proposed new Kent lorry park		Research has been completed and preparing output for publication. Stakeholder engagement due to start shortly.		IW	On Track
D07	Publish work on the cyclists', pedestrians' and horse riders' requirements of the SRN		Being scoped.		IW	On Track
D08	Publish work on the views of users on roadworks, road surfaces, rest facilities and Highways England comment and complaints handling		Being scoped.		IW	On Track
D09	Publish work on the 18 Highways England route strategies, smart motorways and driver behaviour	Route Strategies coming to end of fieldwork.	Smart to be scoped. Driver behaviour literature review reporting 8 July.		IW	On Track
	Rail users					
D10	Carry out and publish two waves of National Rail Passenger Survey, engaging over 60,000 passengers in the process (funded by DfT)		Autumn 2016 wave planning underway.		IW	On Track
D11	Publish research to inform franchise specifications (funded by DfT)		Subject to dft requests		IW	On Track
D12	Publish new work on passenger views on compensation in collaboration with ORR (funded by DfT/ORR)		Final draft of report now back from designers. Working towards a publication date of early July 2016. Need to agree date with DfT.	Some concern that report may not appear before summer recess given political situation at present.	IW	Some concerns
	Smart ticketing					
D13	Publish research on transport users and smart ticketing in the North of England (funded by DfT)		Aiming for publication July/August subject to agreement with DfT.		IW	On Track
D14	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
	Communicate					
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
	Track					
E02	• Number of transport users we engage with through consultation, research and our contact team				AS	On Track
	Report					
E03	• Three times a year in public at Board Meetings • Update our online data tool each quarter • Audit and Risk Assurance Committee and Remuneration report to the Board • Monthly performance and financial reports • Annual published report on performance, activity and expenditure		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.		All	Some concerns

Staff and board

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

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

